

Sales Management

THE MAGAZINE OF MARKETING

**Will the
Small Cars
End the
Age of
the
Dinosaurs?**

Page 33



ALSO IN THIS ISSUE . . .

Busch Bavarian
Brewing for a Brawl

•

What Happens When SM's
Are Freed of Paper Work?

•

How GE Finds
Top Marketing Recruits

Special Report:

Will the Hearings
Hurt the Quiz Sponsors?



EQUIPPED TO EXPLORE THE DEPTHS

The salesman who dives into the market with complete knowledge and appreciation for the features, benefits, and history of the product he is selling is definitely the one with the advantage. Without this thorough understanding, today's salesman would have difficulty doing much more than simply skimming the surface of his territory's real sales and profit potential.

That's why so many successful companies across the country

train their men and equip them with the necessary product understanding for true depth selling. We're in business to help you do it.

If you've seen our work you are aware of the emphasis that Jam Handy places on vivid eye and ear appeal. If you aren't familiar with our facilities and experience, we'd appreciate the opportunity to show you how we are equipped to help effectively develop your next sales or training program.

The **JAM HANDY** *Organization*

NOTHING SELLS PRODUCTS AND IDEAS LIKE **IDEAS**

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE
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the slipsheet

an informal "f.y.i." before you read the issue

For issue of November 6, 1959

SALES MANAGEMENT'S FRATERNITY of paid subscribers is larger now than at any time since 1918, when the magazine made its debut. In the month just passed, October, more than 1,000 first-time subscribers checked in. And, if history is a guide, 800 of the 1,000 new subscribers will renew their subscriptions a year from now. An 80% renewal rate is gratifying. The figure is conspicuously high for a business magazine. And it's the subscribers' way of saying, "Editors, we like your stuff. Keep it coming. Here's ten dollars for another year."

DOUBT IF WE NEED TO "INVITE" YOU to turn to page 33 and read, "Will the Small Cars End the Age of the Dinosaurs?" It's not that the compact cars need publicity...everybody's talking in print about 'em. But our point of view, as you'll see, bites deeply into the marketing plans, claims, dealer setups, advertising, imported and intramural competition, pricing and prospects of the compact phenomenon.

Interestingly, heaps of new products and merchandising ideas are beginning to emerge with the smaller cars...ranging from auto insurance and petroleum products marketers to drive-in theaters.

ONE OF THE TOP NEWS STORIES of 1959 is fast becoming one of the hot advertising conversation pieces of the year. We're talking about the TV quiz investigation. Are the sponsors of these shows likely to suffer consumer censure in terms of sales dips? You'll find a fascinating special report on this subject (page 45) which digs into the really big question: How will the quiz scandal affect sponsor attitudes toward TV advertising in general? Part of the report is prepared especially for us by Dr. Sidney J. Levy, director of Psychological Research, Social Research, Inc., Chicago. We asked Dr. Levy's organization to interview typical consumers to determine the public's attitude toward sponsors of faked quiz shows.

TIP: Your Sales Management issues can be at your fingertips in organized sequence if you'll place them in our of our loose-leaf binders. While we have to charge you our cost for a binder (\$4.65), you'll find it worthwhile. Takes only seconds to bind in or remove issues. Holds 12. Heavy-gauge hard covers, gold embossed with our logotype. Just drop us a note.

#

Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YUKON 6-4800

The Publishers

"the slipsheet" is included only in complimentary copies.

the shipsheet

Published by the Shipbuilders' Association of America

Published by the Shipbuilders' Association of America

THE SHIPBUILDING INDUSTRY OF THE UNITED STATES IS THE LARGEST AND MOST IMPORTANT OF OUR COUNTRY'S INDUSTRIES. IT IS THE FOUNDATION OF OUR NAVAL AND MARITIME POWER, AND THE SOURCE OF EMPLOYMENT FOR MILLIONS OF OUR PEOPLE. THE SHIPBUILDING INDUSTRY IS A VITAL PART OF OUR NATIONAL ECONOMY, AND ITS PROGRESS IS A MEASURE OF OUR NATIONAL STRENGTH. THE SHIPBUILDING INDUSTRY IS A VITAL PART OF OUR NATIONAL ECONOMY, AND ITS PROGRESS IS A MEASURE OF OUR NATIONAL STRENGTH.

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Pinpoint for profits!

The President studied his company's marketing map. Picking up the brand new product, he told his Sales Manager, "Jim, we'll pinpoint! See that sector? That's our best market. And now we can hit it right on the nose. Saturate where our potential peaks. Concentrate impact. Deliver where we got dealers. And cut our introductory selling costs..."

The enthusiastic executive was talking about the advantages of advertising his new product in the new **SUCCESSFUL FARMING** State and Regional editions.

Starting with January 1960, SF will offer twenty State and Regional editions—with circulations ranging from 67,000 to 600,000—plus the national edition.

Now for the first time, advertisers in a quality farm magazine will be able to localize copy and ideas, match media to marketing maps!

Your sales messages can be put where your salesmen make calls, open doors and open minds. It will be possible to list dealers, personalize sales messages, get the added advantage of dealer good will and cooperation.

Copy can have great flexibility. The added efficiency pays off in profits!

The new SF editions will have all of the power and prestige of **SUCCESSFUL FARMING**—editorial excellence, beautiful color reproduction, quality presentation in the magazine which has served the nation's

best farmers for 57 years, achieved influence based on merit.

The **SUCCESSFUL FARMING** market is big—and important. SF farms now average 336 acres, more than 50% larger than the 218 acres of 1945. In all, SF subscribers own or operate 380,000,000 acres.

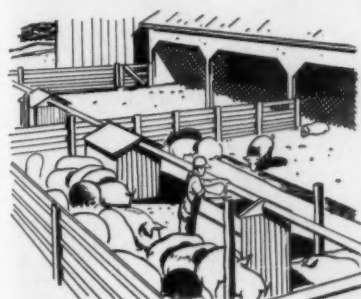
Vital to the U.S. economy, **SUCCESSFUL FARMING** farmers plant 58% of all the nation's corn—plus 61% of all oats, 57% of all soybeans, and 46% of all wheat.

SUCCESSFUL FARMING's audience has money to spend. With average estimated cash farm income of around \$10,000 annually for the past decade, SF farmers earned \$12,120 in 1958—an all-time high!

Whether you advertise in the SF State and Regional editions, in the national edition, or in a combination of both, you get the best of the market, concentrate in the high bracket with the best brains,

best purses, the highest productivity and the highest living standards. Plan now for your best sales opportunities of 1960. Get the details from any SF office.

Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.



20 State & Regional Editions of Successful Farming—in January 1960

Edition	States	*Circulation	B&W Pg. Rate
1	Iowa, Illinois, Indiana, Nebraska, Minnesota, Wisconsin	608,297	\$3,955
2	Illinois, Indiana	218,956	\$1,860
3	Iowa	128,670	\$1,160
4	Minnesota	116,748	\$1,050
5	Nebraska	67,646	\$ 625
6	North Dakota, South Dakota	82,225	\$ 760
7	Wisconsin	76,277	\$ 705
8	Iowa, Illinois, Indiana	347,626	\$2,780
9	Iowa, Minnesota	245,418	\$2,085
10	Iowa, Nebraska	196,316	\$1,720
11	Minnesota, Wisconsin	193,025	\$1,690
12	Minnesota, North Dakota, South Dakota	198,973	\$1,740
13	North Dakota, South Dakota, Nebraska	149,871	\$1,350
14	Illinois, Indiana, Ohio	320,412	\$2,565
15	Iowa, Minnesota, North Dakota, South Dakota, Nebraska	395,289	\$3,065
16	Iowa, Illinois, Indiana, Wisconsin, Minnesota	540,651	\$3,785
17	Illinois, Indiana, Ohio, Wisconsin, Michigan	464,985	\$3,370
18	North Dakota, South Dakota, Nebraska, Kansas	217,241	\$1,850
19	Iowa, Nebraska, Kansas, Missouri	339,268	\$2,715
20	Middle Atlantic, New England	138,385	\$1,245

*A.B.C., Publisher's Statement 12/31/58

Successful Farming . . . Des Moines, New York, Chicago, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.



If you're a pro—and proud of it—you get extra satisfaction out of businesspaper advertising. This is your medium for firing-line selling. You know you can do a man's work—and get man-sized results—when you get down to business with the kind of men you meet . . . in businesspapers.



Photo by Arnold Newman

Advertising in businesspapers means business

as any advertising man
who knows his business
will tell you—because

**men who read
businesspapers
mean business**



good business advertising works best in
a good businesspaper—an ABC-audited,
bought-and-paid-for ABP paper

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N. Y. 17
201 N. Wells St., Chicago 6, Ill. • 1004 National Press Bldg., Wash. 4

Sales Management

THE MAGAZINE OF MARKETING

November 6, 1959

CONTENTS

Vol. 83 No. 11

Advertising	
84 Reasons to Advertise	73
Dealer Relations	
Sell Air Conditioners NOW? Of Course, Says Whirlpool	12
Forecasts	
December Retail Sales: Up 6% over 1959 (Despite Steel Strike Repercussions)	92
Leadership	
Ed Cole Sells Rear-Engine Corvair to GM Brass and 7,300 Dealers	59
Manpower	
How GE Finds Top Marketing Recruits	67
Marketing Organization	
What Happens When Sales Managers Are Freed of Paperwork? (Westinghouse Lamp Div.)	38
Markets	
Will the Small Cars End the Age of the Dinosaurs?	33
New Product Introduction	
Busch Bavarian Brewing for a Brawl	76
Profits	
Which Manufacturers NET Highest on Sales Volume?	64
Sales Strategy	
Fashion Note: Band Uniforms by a Light Bulb Manufacturer! (Verd-A-Ray)	41
Special Report	
Will the Hearings Hurt the Quiz Sponsors?	44

HIGHLIGHTS

BEHIND THE 'COMPACT' SCENES

Suddenly it's all "compact and economy" in car-talk, as Rambler and Lark meet Corvair, Dart, Valiant, Falcon and other small ones. But there's more to it than simply turning out a miniature and hoping.

Page 33

PAPERWORK SHUFFLE AT WESTINGHOUSE

A new echelon at Westinghouse Lamp Division, operation managers, has taken over most of the sales-paperwork headache, freeing region managers for more intensive sales management. With productivity per salesman up 35%, costs down 17%, this reorganization for sales time is proving out.

Page 38

A SCANDAL-TAB FOR SPONSORS?

The various cosmetics, cigarette and drug companies that sponsored quiz shows paid heavily once to air their shows—will their products take the rap now? And have the "fixes" soured them on TV? Here's what the sponsors told SM

Page 44

GE'S BRIGHT, YOUNG MARKETERS

With a schedule of "impression" criteria, "can do" and "will do" prerequisites, GE is prowling a select group of graduate business schools in its annual search for 40 or 50 "highly motivated" candidates for future top marketing spots. . . . And look where GE's 1954 marketing class is today.

Page 67

DEPARTMENTS AND SERVICES

Advertisers' Index	99	Letters	25
Call Report	100	Marketing Newsletter	53
Corporate Close-up	12	Markets to Watch	75
Dynamarketer	59	Sales Promotion Idea File	85
Editorials	7	Scratch Pad	62
Executive Shifts	98	Significant Trends	17
Mr. Gains	49	They're in the News	50
High Spot Cities	92	Worth Writing for	88

If you're a heads-up, both-feet-on-the-ground kind of man—your company's in a medium worthy of your talents, in businesspapers. Here, a man who knows his markets and his marketing, meets the buyers he wants . . . gets the sales he's after. You know you're in business, when you do business with businessmen . . . in businesspapers.



Photo by Arnold Newman

Advertising in businesspapers means business

as any advertising man
who knows his business
will tell you—because

men who read
businesspapers
mean business



America's leading newspapers,
general magazines and businesspapers
are all ABC-audited

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N. Y. 17
201 N. Wells St., Chicago 6, Ill. • 1004 National Press Bldg., Wash. 4

If you're a man with big plans and ideas to match—you like the opportunities you find in businesspapers to do a spectacular selling job in spectacular fashion. This is where you get customers you want—and results you're after. You know your marketing strategies pay off . . . in businesspapers.



Photo by Arnold Newman

Advertising in businesspapers means business

as any advertising man
who knows his business
will tell you—because

men who read businesspapers mean business



now—over 3,000,000 businessmen
invest more than \$16 million a year for
the purpose of reading ABP papers

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Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



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Magazine
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SALES MANAGEMENT, with which is incorporated **PROGRESS**, is published the first and third Friday of every month except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

SALES MEETINGS, Part II of **Sales Management**, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1780; Philip Harrison, Publisher; Robert Letwin, Editor.

Copyright, Sales Management, Inc., 1959



She's sold!

... and cellophane's design versatility
made the sale more profitable

Can you name any other packaging material that offers you as many advantages as cellophane?

Take its design versatility, for example. Because it's flexible, cellophane can be used for a broad range of package constructions and designs. Its smooth, sparkling surface takes beautiful multi-color, high-speed printing. And you get just the right protection you want for your product—because there are over 100 varieties of Du Pont cellophane “tailored” to individual product needs.

This means you get the package that's right for your product... economically. The result: cost per sale goes down... profit per sale goes up.

Add the proven sales power of Du Pont cellophane's pure transparency, its unbeatable efficiency and economy on high-speed machinery—and you have still more profitable reasons for choosing cellophane.

A Du Pont representative can show you how to prove to yourself that cellophane can help “buy your market” at lowest cost. Call him today.

E. I. du Pont de Nemours & Co. (Inc.),
Film Dept., Wilmington 98, Del.



Better Things for Better Living . . . through Chemistry



**now
you can save
like '60
with
America's favorite
fleet car!**

Here's the car that promises you the year's handsomest fleet savings. And backing up that promise is the kind of dollar-saving dependability that has made Chevrolet America's top fleet seller year after year. One look tells you this new '60 Chevy is styled to say the things you want a car to say about your business—and you'll find Chevrolet's low prices say them in a businesslike way. All Impalas and Bel Airs with V8 engines are lower in price, as are automatic transmissions and many*

other popular options. Furthermore, Biscaynes now include as standard equipment many conveniences formerly optional at extra cost. Figure with this the top trade-in Chevrolet traditionally commands and you'll find—as the largest number of fleet buyers have found—you just can't do better by your fleet dollars!

Your dealer's got all the facts on these '60 Chevrolet features, made to order for your fleet needs:

NEW ECONOMY V8—Gets up to 10% more miles on a gallon of regular with new economy-contoured camshaft and other gas-saving refinements. Yet gives more torque at speeds most fleet cars are driven.

HI-THRIFT 6—'60 version of the engine that got 22.38 miles on a gallon of regular in most recent Mobilgas Economy Run—more than any other full-size car.

HYDRAULIC VALVE LIFTERS—Standard on all of Chevy's popular engines; give oil-hushed performance, eliminate expense of tappet adjustments.

LONGER LASTING TIRES—Improved tread material lengthens life, gives greater traction, reduces tire squeal.

QUICKER STOPPING BRAKES—Jumbo-sized Safety-Master brakes with durable bonded linings, larger front-wheel cylinders for '60 deliver surer stops with less pedal pressure.

EASIER-TO-LOAD LUGGAGE COMPARTMENT—There's 30 cu. ft. of space made to order for sales samples and other bulky items. And it's easier to get things in and out, thanks to wider deck lid opening and lower loading height. . . . Chevrolet Division of General Motors, Detroit 2, Mich.

*Latest annual registration count by R. L. Polk & Co. shows 45.12% of sales to fleet buyers of 20 or more units were Chevrolets—nearly half again as many as the second-choice fleet car.

CHEVROLET

The car America likes to do business with!



Bel Air 4-Door Sedan

The Salesman Is a Big Buoy

Stock prices slumped in early autumn; the number of small investors has been growing rapidly; speculative buying is high; many issues are considered to be overpriced. The conditions existed in the Stock Market in October of 1929 and again this year. Now, with the thirtieth anniversary of the Great Crash just passed, many people have expressed the fear that it might happen again.

One of the few men who predicted the '29 crash says it won't. Octogenarian Roger Babson, noted Wellesley, Mass., financial advisor and head of Babson's Reports, said in a recent issue of Parade magazine that the economy now has built-in "cushions" to buoy it up and prevent it from undergoing anything more than a relatively gradual decline.

High on Mr. Babson's list of "cushions" is the salesman. We agree wholeheartedly, but would like to expand this to include the whole field of marketing. Never before have companies been so intent on the operation of moving goods from factory to consumer. Gone are the days when the amount to be sold was determined by production capacity; when channels of distribution would become so choked with goods during a tight year that demands on production would drop to zero almost overnight.

Perhaps more important, gone are the days when corporations would simply sit back with tightened belt and hope a recession would blow over. If nothing else, the 1958 recession taught marketers that the way to get out of a slump is to SELL your way out.

Then, too, never before have marketing methods been so refined. If need be, the manufacturer could now conduct a marketing effort which could not possibly have been matched in effectiveness 30 years ago. The great growth of mass communications alone is enough to make the difference.

Yes, Mr. Babson, the salesman is a big buoy.

Polly Bergen Over-Exposed?

Polly Bergen, according to Roy Eastman (Eastman Research of New York), is a "winsome actress and panelist [who] should have been an advertising man. Judging from what she had to say in an interview not long ago, she knows more about how to advertise Polly Bergen than many multi-millionaire advertisers know about how to advertise their products." Said Polly Bergen recently, "I've decided to curtail guest shots on other shows to avoid over-exposure. I'd be reaching virtually the same audience, wearing out my welcome."

If Polly Bergen, and her admirer, Roy Eastman, are correct, then a great many advertisers are wasting their money. They are bringing about what Polly Bergen calls over-exposure by repeat-



Read
for one purpose
only...



PRODUCT INFORMATION

What better place ...
What better timing ...
for your
PRODUCT ADVERTISING
in today's
changing markets?
Details? Send for 26-piece
complete Data File Folder.

P.S. Reaches 73,003 product
selectors in the 40,092 most
active, best rated plants,
for \$185-\$195 per month.

.....

Industrial Equipment News
THOMAS PUBLISHING COMPANY
461 Eighth Avenue, New York 1, N.Y.
BPA Affiliated with Thomas Register

PRODUCT INFORMATION HEADQUARTERS

WHY BET ON PLAYBOY?

These blue chip advertisers, and many more like them are cashing in with PLAYBOY. Why? Because PLAYBOY has vitality—the ability of a magazine to build up and hold an enthusiastically responsive following. Vitality—the same quality that you find in a good salesman. Too much vitality? Not for the top-quality young men who have made PLAYBOY the largest selling 50¢-or-over magazine in the world* in just six years. These young men, and they are very important to you, look to PLAYBOY as a guide to everything that's fun, smart and new in the urban world in which they enjoy living. PLAYBOY's impressive facts and figures are supported by exciting advertiser success stories that will make you, too, want to tap this market. We'd very much like to tell you about it.

PLAYBOY ADVERTISING DEPARTMENTS

232 East Ohio Street
Chicago 11, Illinois
MI 2-1000

720 Fifth Avenue
New York 19, New York
CI 5-2620

* Average Monthly Circulation 940,767 ABC, 6/30/59. Vitality? PLAYBOY EVER outsells Life and Look on the newsstand.



ing the same ad in the same publication to the same audience. Or, they may run the same piece of copy in several publications whose circulations overlap in varying degrees.

Of course we readily agree that all of this means a terrific case of duplication. But is this wrong? Is this bad business? We think Polly Bergen is a lovely girl with a head full of nonsense about over-exposure. We will bet pert Polly Bergen a lunch at the Gaslight that she can recall the toothpaste brand that has "the invisible shield," and the pill "like a doctor's prescription" much faster than she can name their competitors' major brands. Repetition may annoy the daylights out of connoisseurs, but advertiser after advertiser can cite his own sales records as proof that it works. Anybody disagree with us? Or is Polly Bergen right?

More Auto Sales on Credit

Two years ago, when automobile sales began their decline, we predicted there would be a rise in installment purchases of non-automotive things. And we pointed out that the decline in auto sales did not mean that business for everyone was going to the dogs. It meant that people were perfectly satisfied to run their cars a little bit longer, and to purchase many other things which did not require the large amount of money needed to buy a new car.

Now all the signs point to a big sale here for the 1960 models. Consumers are going into debt today in installment buying, to the tune of about 15% of total consumer income; their repayments are at a rate of 13% of consumer income. "In the past, this 13% level of repayment has marked a virtual ceiling on new consumer credit—whenever this level was reached, extensions of credit tended to slow down," Business Week points out. "Any research into auto credit, as to its 1955 relationship to the total, would have to push through the 13% roof—financial experts doubt there'd be any compensating shrinkage in non-auto debt." So it looks like a big year ahead for autos—and a big year for non-autos as well. Confidence is high. People are optimistic, and they are willing to mortgage their future to buy your products today.

Sincerity of the Seller Counts

Khrushchev did not sell his wares to the American businessman.

After Khrushchev returned to the Soviet Union, 3,000 American business executives, polled by Research Institute of America, were asked, "Do you feel there should be more trade between the U.S. and the U.S.S.R.?"

Of the respondents, 22% said that they favor more trade between the two nations. But the respondents were asked also how they had felt, before Khrushchev's visit, about increased trade. Only 21% indicated that they had favored increased trade. So Khrushchev's barn-storming tour of the U.S. caused only 1% of American business executives, who responded to the poll, to change their minds about U.S.-U.S.S.R. trade.



A WHBF PLUS SIGN NO. 5



This is Forrest Cooke, WHBF-TV program director in conference with members of production staff.

His Decisions are Based on 30 Years Experience in Building Audiences for WHBF—and its Advertisers

From the era of wonderment at the magic of radio some 30 years ago, Forrest Cooke has lived intimately with broadcast programming. During this span, Mr. Cooke has developed a sound sense of balance and stability as related to a broadcaster's responsibilities to its home town community.

To anticipate and satisfy the entertainment desires and needs of a continuously growing audience requires perception and taste. Valuable indeed are the Cooke guide posts that avoid the pitfalls of faddism yet provide WHBF with progressive, modern programming that wins broad community acceptance.

WHBF leadership with excellent stature and acceptance continues to be built on sound programming with wholesome family appeal.

Advertisers who prefer to be ushered into Quad-City homes, under this type of association, will be provided suitable availabilities.



*L. G. Balfour Company
to Diamond Plastic
Box Company:*

"Your molded
packaging helped
us reduce package
inventory by 75%
and cut shipping
costs 50%."

A few of the molded plastic boxes
used to package the rings, insignia,
fraternity pins, and bracelets
made by Balfour are displayed by
Mr. Bob Greene, Director of Design,
L. G. Balfour Company,
Attleboro, Massachusetts.





The creative package molder manufactures packages in designs, sizes, and colors to suit a multitude of packaging requirements. These highly effective packages are molded by the Diamond Plastic Box Company, P.O. Box 326, Roanoke, Va.

Mr. Bob Greene, Director of Design, L. G. Balfour Company, reporting:

"We made this move to molded packaging to modernize our packaging and streamline our handling and shipping procedures. The initial result was so promising that we have switched exclusively to molded plastic packaging by Diamond Plastic Box Company.

"The result is that we have reduced our per-unit package costs as well as cutting our shipping costs in half. This means real money to us since much of our business is transacted by mail. In addition, where we previously inventoried 50 standard jewelry packages, we have been able to reduce this to 12.

"We also gained important merchandising benefits from this changeover. These packages look substantial and valuable in our advertising literature. They provide a perfect setting for quality jewelry. The lustrous 'Balfour Blue' color of the box, die-stamped with our new trademark in chrome undoubtedly contributes to the sales appeal of our product.

"Furthermore, these molded packages protect the jewelry from tarnish, preserving the intrinsic value of the metal... and since much of our jewelry includes graduating rings for various colleges and universities, this protection is necessary."

Here's another case where the creative package molder offered valuable assistance in design and production to provide an effective package. Perhaps molded plastic packaging and the creative package molder can provide the right answer for your products' package. Monsanto can help you find out by evaluating your product at no obligation to you.

Send the coupon for your free copy of "The Molded Plastics Package Evaluator." It's a time-saving guide which will help you determine whether molded plastic packaging is as profitable for your product as it has been for hundreds of marketers in many fields.

Send for free copy of "THE MOLDED PACKAGE EVALUATOR"



*LUSTREX: REG. U. S. PAT. OFF.

Monsanto supplies a large variety of Lustrex® styrene molding compounds to America's leading molders of plastic packaging.

MONSANTO CHEMICAL COMPANY
Plastics Division, Dept. 1140, Springfield 2, Mass.

Please send me free copy of "THE MOLDED PACKAGE EVALUATOR."

Name _____ Title _____

Company _____

Address _____

City _____ State _____

ONE SINGLE MARKET!



DISTRIBUTORS AND CHAINS

SERVE THE TWO AREAS

by SINGLE WAREHOUSING!

* \$168,345,000*

IN FOOD SALES!

* TOTAL OF LACKAWANNA AND LUZERNE COUNTIES IN SECS CONSUMER MARKETS... MAY, 1959

COUNTY MARKETS MELT AWAY UNDER

MODERN METHODS OF MARKETING!



GIVES YOU THE MOST DOMINATING
COVERAGE IN LACKAWANNA COUNTY!



Sell Air Conditioners NOW? Of Course, Says Whirlpool

Impossible to sell an ice box to an Eskimo? Don't put it past Whirlpool Corp. Even now, that company is engaged in a huge promotion to sell air conditioners in the dead of winter.

Can it be done? "But definitely," says Jack Sparks, Whirlpool marketing director, "and we're doing it. In fact, in Philadelphia alone, we sold more air conditioners to dealers last month than we sold everywhere in the entire fourth quarter of 1958."

This is all being done through independent dealers, too. Unlike some of the larger makers, Whirlpool has no "captive" dealers.

It's not quite as mysterious as it sounds. The company made one major marketing change this year: It is now promoting direct to the dealer, with the distributor's help. Previously, the company followed the usual pattern of promoting to the distributor, who in turn promoted to the retailer.

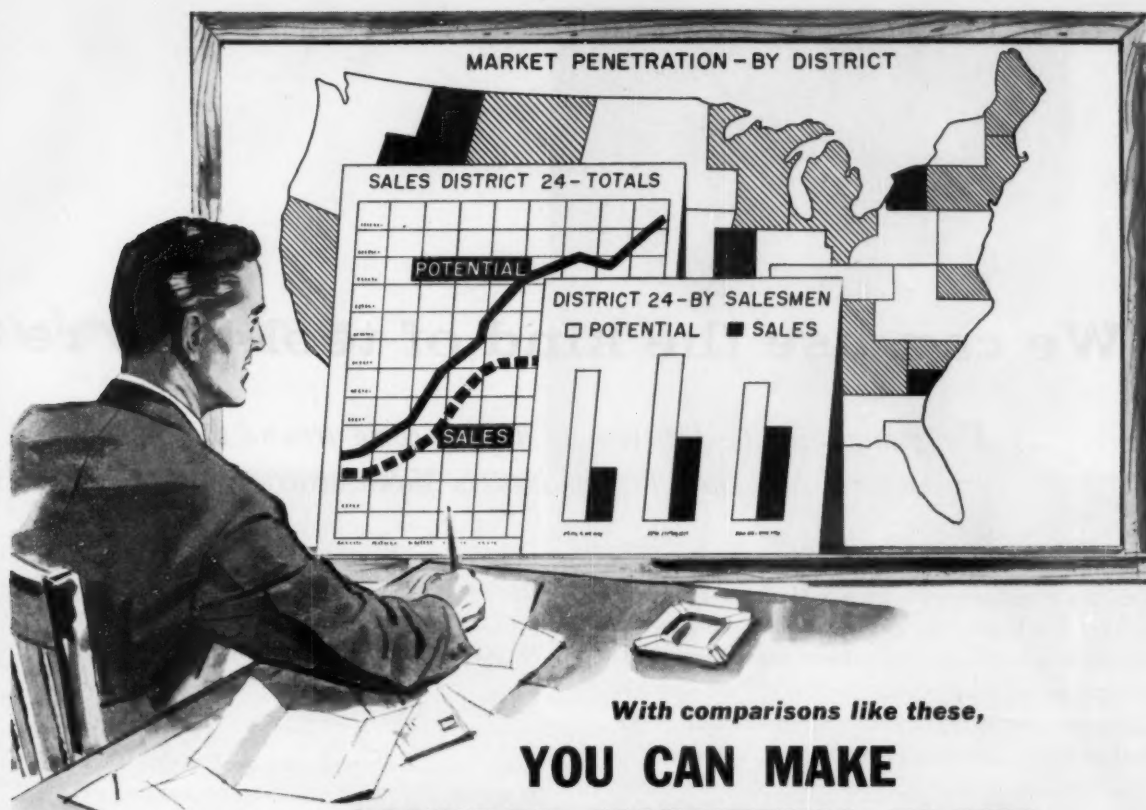
Says Sparks: "We have always tried to level out the winter slumps—the dealer's, the distributor's and ours—but we've never met with too much success. The problem was that the dealer was always being sold by his distributor, so it was difficult to create a high level of excitement. When the company steps in personally, it's a different story."

Why would anybody buy an air conditioner in the winter? Whirlpool has been careful to include plenty of motivation in its campaign. The consumer, for example, can buy now, use his unit in the warm spring months, and not pay a single cent until July 1, 1960. In addition, he gets a 6-month membership in a "world shoppers club" which brings him a free gift every month. The dealer is glad to join in, too. He can not only level out his sales slump, but can also take advantage of the price concessions offered by most distributors during the cold weather months.

In the last two months, meetings to introduce the promotion to dealers have been held in 21 key markets from coast to coast. In-store promotion aids are explained, the program is outlined, and pep talks are given. Dealers who already do—or who are willing to—seriously merchandise air conditioners the year-round, are invited to join. The promotion will run until the last week of February, when the warm weather campaign is kicked off at a dealer meeting in Las Vegas.

"We have found that the dealer who is strong in the winter is strong all year," says Sparks. "In addition to leveling out the sales curve, this will give us the opportunity to really make the dealers Whirlpool-conscious. Just the fact that we are dealing directly with the retailers goes a long way toward this."

Whirlpool is not just carrying coals to Newcastle by selling air conditioners in the winter. "We know it will work," Jack Sparks remarks. "We tested the idea in Washington, D. C., and Allentown, Pa., last year, with great success. Our results so far this year have more than confirmed last year's findings."



With comparisons like these,

YOU CAN MAKE SOUNDER MARKETING PLANS FOR 1960

*If you sell to the new construction market, you can make
these comparisons accurately, easily, economically
with DODGE CONSTRUCTION STATISTICS*

How well are you really doing in the market? Compare your firm's sales with market volume to find out! Your share of the market may be shrinking unknown to you, if your potential is growing faster than your sales. With Dodge Construction Statistics you can know whether you're gaining or losing ground in the new construction market.

How can you identify weak marketing areas? Compare individual sales performance against territorial potential to find out! Dodge Construction Statistics provide a valid yardstick for measuring and comparing the effectiveness of sales efforts . . . by salesmen, distributors, districts or regions.

Are you setting realistic sales goals? Compare your forecasts and quotas with construction contract activity to find out! Salesmen accept this objective method for bringing quotas and forecasts in line with territorial potential. Dodge Construction Statistics also help you know where sales efforts and distribution outlets should be concentrated.

Dodge Construction Statistics . . . summarized for 86 project types . . . are available for single counties, groups of counties, metropolitan areas, and states—in any combination. They can help you plan, measure and control the effectiveness of your firm's marketing program all year around.



F.W. DODGE CORPORATION
DODGE CONSTRUCTION STATISTICS

Mail coupon
for free
booklet



F. W. Dodge Corporation
119 W. 40th St., New York 18, N. Y. Dept. 5M119

Please send me your booklet, "Dodge Construction Contract Statistics . . . for Better, Safer, More Profitable Business Decisions."

Name Title

Company

Address

City Zone State

"We can use the kind of tool they're

...I'm going to write if their man doesn't come around soon."

General Manager, Transmissions Manufacturer

This is a *direct quotation* from a McGraw-Hill subscriber. His answer to the question of how he responds to advertising comes from continuing readership studies. It pinpoints one of many roles advertising can play in a marketing program. But in the final analysis, no matter what objectives you assign to it, advertising helps to *sell your products and services*.

"We sent for a particular motor they advertised. So far, it is quite satisfactory."

*Aero-Hydraulic Supervisor,
Hydraulic Pump & Press Manufacturer*

"After seeing their ad recently, I called in the local representative. We're now using the product in our plant."

Vice President, Paper Products

"We called to get additional information on the equipment they advertised, then purchased it."

*Electrical Engineer,
Aircraft Tools Manufacturer*

"The equipment they advertise would be very handy. I'll put in for it."

*Purchasing Agent,
Appliance Manufacturer*

"The ad showed a pump that would do the work for us. I ordered it."

Project Engineer, Textile Company

"This ad influenced our thinking, because the equipment fits the operation in a new mine we're opening. We plan to contact their representative."

*General Superintendent,
Coal Company*

"This ad deals in circuits we work with, shows something new. We've talked it over and plan to purchase."

*Production Engineer,
Electronic Equipment Manufacturer*

"I've been reading their ads in connection with a new factory we're building. One of their men is drawing up some plans and costs estimates right now."

*Vice President,
Shoe Manufacturer*

Readers respond to advertising in many ways, as all these *direct quotations* show. They are taken from continuing readership research, designed to find out the kind of buying action advertising in McGraw-Hill publications stimulates. Your McGraw-Hill representative will be glad to furnish additional evidence.

More than a million key businessmen pay to read McGraw-Hill publications. They form a responsive audience . . . one you cover most economically when you *concentrate* your advertising in the McGraw-Hill magazines serving your major markets.



McGraw-Hill Publishing Company, Inc., 330 West 42nd Street, New York 36, N. Y.

advertising



Why does this advertiser

MUNICIPAL SERVICE COMPANY

CONTRACTING ENGINEERS
4825 ROANOKE PARKWAY
KANSAS CITY, MISSOURI

Phone JEFFERSON 1-8900

June 26, 1959

The Wall Street Journal
932 Paul Brown Building
St. Louis 1, Missouri

think THE WALL STREET JOURNAL is "THE MOST USEFUL ONE"?

"The response to our advertisement (The Suburbia Sewage Treatment Plant) was immediate and in considerable quantity—by telephone, telegram and letter—from real estate developers, contractors, Government officials, etc., *all prime prospects for our product*. In our opinion, The Wall Street Journal has fulfilled its function of quickly reaching our market in step with our sense of 'immediacy'."

Yours very truly,

Ed. E. Rotunda
Advertising Manager

Everywhere, executive readers say . . .

published at:

NEW YORK and WASHINGTON, D. C.
44 Broad St. 1015 14th St., N. W.

CHICAGO DALLAS
711 W. Monroe St. 911 Young St.

SAN FRANCISCO
1540 Market St.

THE WALL STREET JOURNAL

"THIS
ONE
IS
THE
MOST
USEFUL
ONE"

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

How Many Marketers Do You Need?

One of the more significant developments in marketing is the increasing recognition of people as the most important marketing resource. A growing number of companies state as fact that their skill in forecasting their manpower needs and in finding, training and managing this resource, largely determines the ultimate success of their overall marketing effort.

One giant company's anticipated needs for this marketing resource are disclosed on page 67 of this issue. General Electric—a company with 14,000 marketers, 200,000 products, and annual sales of more than \$4 billion—expects that its total marketing-manpower needs in the next five years will probably run as high as 8,400 new marketers. This is equivalent to 60% of GE's present marketing force.

This vast recruitment of tomorrow's marketers is necessary to keep pace with the increasingly important role of marketing—as well as with the explosive growth in business predicted for the coming decade.

Inevitably, the companies that will participate most profitably in the expected business growth are those whose marketing management is now ready with the answers to such timeless questions as:

1. How many marketing people will we need?
2. How and where will we get the best prospects?
3. How will we train them and integrate them most effectively into our marketing organization?
4. How will we motivate them to do a constantly successful marketing job?

Few companies have the gigantic need for marketing people that GE has. However, much the same problems—and solutions—apply, whether a firm's sales are \$4 billion or just \$4 million.

Stock Shares Spur Salesmen

More and more companies are giving away shares of their stock as an incentive to boost sales. These companies say that when a salesman has an investment, no matter how small, in his company, he is sure to sell the product with a little extra enthusiasm.

Now, plans offering stock as an incentive are reaching as far as dealers and their salesmen. Bell & Howell, for example, is planning to trade ownership in its company for outstanding dealer-performance this fall.

The company will spend up to \$1 million to reward dealers for extra sales. Pending an okay from the Securities & Exchange Commission, B&H will give dealers one share of common stock (now worth about \$70) for every \$1,000 of B&H's photographic equipment ordered in September, or for every \$1,250 in October, or \$1,500 in November.

Even dealer salesmen can get into the act. A salesman gets up to six points for each sale, with 70 points winning him a share of stock.

Bell & Howell has assured dealers and their salesmen that, should the SEC veto the plan, a satisfactory reward will be substituted.

Stocks have been offered as sales incentives before. But, when the results are in, the size of the Bell & Howell plan could prompt many marketers to take another look.

How to Merchandise a Coupon

It's becoming continually easier for the advertiser to pinpoint his logical markets and reach the consumer more effectively—thanks to the efforts of almost all media.

Now, a new concept comes along—one that may revolutionize the coupon business. The marketer

has available a merchandising package with appeal to both consumers and retailers—a digest-size, quarterly magazine called "Save." It will carry up to 28 different, yet non-competitive, merchandising offers, most of them of the coupon type. Beginning April 1960, Save, featuring editorials aimed at the homemaker, will be distributed free to 25 million families (98% delivery is guaranteed). Advertisers have the choice of using the total circulation or any combination of seven regions.

In two test issues, Save showed that it offers the marketer more than a substitute for direct mail. Coupon redemptions ran as high as 35% on some products. One company indicated that its ad in Save helped boost distribution of its product by more than 100% in some markets.

Marketers can get such results because Save pre-sells and promotes each issue to retailers and consumers, right down to the individual merchandising offers of its advertisers. Besides its own ad campaign, Save arranges tie-ins with retailers, including national and local chains, for newspaper ads and point-of-purchase displays.

Hitching on to the Compact Cars

Much to nobody's surprise, the tidal wave of publicity over the new compact cars is carrying along with it a host of new products and ideas. There are those that have been created specifically to meet the needs of the new market, and, of course, there are just going along for the ride. It is often difficult to tell where one leaves off and the other begins.

Here are just a few samples: Allstate Insurance has received wide attention by reducing standard insurance rates 10% on the compact cars in some states; Esso Standard Oil is basing an ad campaign on the fact that its service stations are fully equipped and ready to service the new cars; Carry-All Trailers has announced a new line of small trailers that can be easily pulled by compact

cars and will "provide the additional space the small car purchaser may need"; and parking garage and drive-in movie proprietors are ballyhooing lower rates for the compacts.

We somehow suspect that there will be more before there are fewer.

What Will Your '60 Ad-Dollar Buy?

With the cost of goods and services rising ever higher, a company has to boost its ad investment every year just to hold its own. As one example of rising ad costs, next year you'll have to spend \$2.26 for business publication advertising for every \$1.00 invested in 1946.

Here's how fast ad costs have risen, as figured by G. M. Basford Co. Mechanical costs will run 80 to 100% higher next year than in 1946; art costs—up 121%; space costs per reader—up 38%; page rates of business magazines—up 133%.

Then, factor in the growth of your company; next, add your sales goals for the 1960's—and you have a solid case for an ad budget many times that of not too many years ago.

INTERESTING, IF NOT SIGNIFICANT . . .

Women buy an average of 4½ pairs of shoes a year; men, just two pairs . . . The cost of distributing goods from factory to consumer, and persuading him to buy them, according to A. C. Nielsen Co., takes about 44c out of each dollar spent for automobiles; 48c out of each food-dollar; 58c for clothing; 60c for household furnishings; and about 66c for drugs, toiletries and cosmetics. . . . New ad medium, introduced by Diamond Match, is a penny match box (not match book) with 4-color ads printed on both sides; it's made of paperboard instead of wood . . . Sales of power mowers jumped from 100,000 units in 1946 to 4.2 million this year; at the same time, the number of power-mower makers rose from 20 to 159 and the average unit price dropped from \$125 to \$55.

An important announcement by

McCall's

Mounting consumer demand for McCall's (issue after issue sell-out) has made it necessary to revise the circulation guarantee previously stipulated for next February. Instead of going to 5,500,000, McCall's guarantee with the February issue will be **5,700,000**

Previously announced rates for the 5,500,000 level will apply to the February, March and April issues. An additional across-the-board increase of 3.6% to cover the increased circulation guarantee will not take effect until the May 1960 issue.

Further announcement

Effective with the October 1960 issue, McCall's circulation will go to **6,000,000**
guaranteed

Rate adjustments effective with the October issue to be announced later.



\$4 MILLION CORKER!

Just two short weeks after an issue of The Saturday Evening Post broke all revenue marks, up pops the October 17 issue with 4,000,000 advertising dollars packed into it . . . a gain of \$1,500,000 and 31 advertising pages over the like issue last year. That's a corking big issue! That's pure vitality! And there's a corking big reason why the Post is the fastest-moving, fastest-growing, most influential magazine in the general-weekly field: it's the hi-frequency medium, where readers turn and *return* to your advertising page more than 29 million times.

	<p>A CURTIS MAGAZINE</p>
	<p>Sell the Post-Influentials ... with HI-FREQUENCY Ad Page Exposure!</p>



Oct. 17TH issue advertisers

ADVERTISER	AGENCY
Admiral Corporation.....	Henri, Hurst & McDonald, Inc.
Allen-Bradley Company.....	Fensholt Advertising Agency, Inc.
The Alligator Co.....	Erwin Wasey, Ruthrauff & Ryan, Inc.
Aluminum Company of America.....	Fuller & Smith & Ross, Inc.
Aluminum Company of America	Ketchum, MacLeod & Grove, Inc.
American Can Company	
Northern Paper Mills, Marathon Div.....	Young & Rubicam, Inc.
American Cyanamid Co.....	Erwin Wasey, Ruthrauff & Ryan, Inc.
American Gas Association, Inc.....	Lennen & Newell, Inc.
American Home Products Corp.	
American Home Foods, Inc.....	Young & Rubicam, Inc.
American Home Products Corp.	
Whitehall Laboratories, Inc. (Dristan)	
John F. Murray Advertising Agency, Inc.	
American Home Products Corp.	
Whitehall Laboratories, Inc. (Preparation H)	
John F. Murray Advertising Agency, Inc.	
American Radiator & Standard Sanitary Corp.	
Youngstown Kitchens Div.....	Grey Advertising Agency, Inc.
American Telephone and Telegraph Co.....	N. W. Ayer & Son, Inc.
The American Tobacco Company	
Sullivan, Stauffer, Colwell & Bayles, Inc.	
Anheuser-Busch, Inc.....	D'Arcy Advertising Company
Atlas Supply Co.....	McCann-Erickson, Inc.
Avis, Inc.....	McCann-Erickson, Inc.
The Bascick Company.....	James Thomas Chirug Company, Inc.
R. C. Bigelow, Inc.....	Park City Advertising Agency, Inc.
Bigelow-Sanford Carpet Co., Inc.....	D'Arcy Advertising Company
The California Oil Co.....	Batten, Barton, Durstine & Osborn, Inc.
California Packing Corporation.....	McCann-Erickson, Inc.
Campbell Soup Company	
Batten, Barton, Durstine & Osborn, Inc.	
Carling Brewing Co., Inc.....	Lang, Fisher & Stashower, Inc.
Caterpillar Tractor Co.....	N. W. Ayer & Son, Inc.
Cat's Paw Rubber Co. Co. Inc.....	The S. A. Levy Company
Chap Stick Co.	
Lawrence C. Gumbiner Advertising Agency, Inc.	
Chesebrough-Ponds, Inc.....	J. Walter Thompson Co.
Chrysler Corporation	
DeSoto Division.....	Batten, Barton, Durstine & Osborn, Inc.
Chrysler Corporation	
Dodge Division.....	Grant Advertising, Inc.
Chrysler Corporation	
Dodge Division (Dart).....	Grant Advertising, Inc.
Cluett, Peabody & Company, Inc.....	Lennen & Newell, Inc.
Commercial Solvents Corp.	
Automobile Chemicals Dept.....	Fuller & Smith & Ross, Inc.
Corn Products Co.	
Best Foods Div.....	Sullivan, Stauffer, Colwell & Bayles, Inc.
Delta Airlines.....	Burke, Dowling, Adams, Inc.
Dormeyer Corp.....	John W. Shaw Advertising, Inc.
Douglas Aircraft Company, Inc.....	J. Walter Thompson Co.
Dumont Emerson Corp.....	The Milton Stern Co.
Duncan Coffee Company.....	Clay Stephenson Associates, Inc.
E. I. du Pont de Nemours & Co. (Inc.)	
Batten, Barton, Durstine & Osborn, Inc.	
Ezo Products Co.....	Ernest William Greenfield, Inc.
Fanny Farmer Candy Shops, Inc.....	The Rumrill Co., Inc.
Firestone Tire & Rubber Company	
Campbell Ewald Company, Inc.	
Ford Motor Company	
Ford Division.....	J. Walter Thompson Co.
Ford Motor Company	
Ford Division (Falcon).....	J. Walter Thompson Co.
Four Roses Distillers Company.....	Young & Rubicam, Inc.

ADVERTISER	AGENCY
General Dynamics Corp.	
Stromberg-Carlson Div.....	The Rumrill Co., Inc.
General Electric Company.....	Maxon, Inc.
General Electric Company (Room Air Conditioners)	
Young & Rubicam, Inc.	
General Electric Company (Automatic Electric Blankets)	
Young & Rubicam, Inc.	
General Electric Company	
Hotpoint Company.....	Compton Advertising, Inc.
General Electric Company	
Major Appliance Div.....	Young & Rubicam, Inc.
General Foods Corporation.....	Young & Rubicam, Inc.
General Mills, Inc.....	Batten, Barton, Durstine & Osborn, Inc.
General Motors Corporation	
Buick Motor Division.....	McCann-Erickson, Inc.
General Motors Corporation	
Chevrolet Motor Division.....	Campbell Ewald Company, Inc.
General Motors Corporation	
Guide Lamp Division.....	D. P. Brother & Company
General Motors Corporation	
Oldsmobile Division.....	D. P. Brother & Company
General Motors Corporation	
Pontiac Motor Division.....	MacManus, John & Adams, Inc.
B. F. Goodrich Tire Company	
Batten, Barton, Durstine & Osborn, Inc.	
The Great Atlantic & Pacific Tea Co.	
Gardner Advertising Company	
Great Northern Railway.....	John W. Forney, Inc.
Green Giant Company.....	Leo Burnett Co., Inc.
Greenville Board of Development	
Crook Advertising Agency, Inc.	
Hambro Automotive Corporation	
Austin Div.....	J. M. Mathes, Inc.
Hastings Manufacturing Co.	
Piston Ring Division.....	Keeling & Co., Inc.
H. J. Heinz Co.....	Maxon, Inc.
Heublein, Inc.....	Lawrence C. Gumbiner Adv. Agency, Inc.
Hoover Company.....	Leo Burnett Co., Inc.
Tom Huston Peanut Products Co.	
Harris & Weinstein Associates	
In-Sink-Erator Manufacturing Co.....	Fulton, Morrissey Co.
International Nickel Company, Inc.....	Marschalk & Pratt Div.
McCann-Erickson, Inc.	
Interstate Bakeries Corp.....	Honig-Cooper, Harrington & Miner
Johnson & Johnson	
Personal Products Corp. Div.....	Young & Rubicam, Inc.
Jung Products, Inc.....	Leech Advertising Co.
Kellogg Company.....	Leo Burnett Company, Inc.
Kiwi Polish Co., Pty. Ltd.....	Cohen, Dowd & Aleshire, Inc.
Kyanize Paints, Inc.....	F. P. Walther, Jr., & Associates, Inc.
Land O'Lakes Creameries, Inc.....	Campbell-Mithun, Inc.
H. W. Lay & Co.....	Liller, Neal, Battle & Lindsey, Inc.
Lewis-Howe Co.....	McCann-Erickson, Inc.
Libby, McNeill & Libby.....	J. Walter Thompson Co.
Liberty Mutual Insurance Co.	
Batten, Barton, Durstine & Osborn, Inc.	
Liggett & Myers Tobacco Co.....	McCann-Erickson, Inc.
David Linzer & Sons, Inc.....	Bass & Company
Loewi & Company, Inc.....	Baker, Johnson & Dickinson
Loma Linda Food Company	
Robinson, Jensen, Fenwick & Haynes, Inc.	
The Magnavox Company.....	Marschalk & Pratt Div.
McCann-Erickson, Inc.	
McKesson & Robbins, Inc.....	Dancer-Fitzgerald-Sample, Inc.
Miles Laboratories, Inc.....	Geoffrey Wade Advertising

ADVERTISER	AGENCY
Minnesota Mining & Manufacturing Co.	
Erwin Wasey, Ruthrauff & Ryan, Inc.	
Monroe Auto Equipment Co.....	Aitkin-Kynett Co., Inc.
Narragansett Brewing Co.....	Cunningham & Walsh, Inc.
National Association of Retail Grocers	
Julian J. Jackson Agency	
National Biscuit Co.....	McCann-Erickson, Inc.
National Dairy Products Corp.	
Kraft Foods Co.....	Needham, Louis & Brorby, Inc.
National Dairy Products Corp.	
Kraft Foods Co. (Cracker Barrel Cheese)	
J. Walter Thompson Co.	
National Dairy Products Corp.	
Kraft Foods Co. (Miracle Whip).....	J. Walter Thompson Co.
National Dairy Products Corp.	
Kraft Foods Co. (Spaghetti Dinner).....	J. Walter Thompson Co.
New York State Department of Commerce	
Batten, Barton, Durstine & Osborn, Inc.	
Owens-Illinois Glass Company	
Kimble Glass Co.....	J. Walter Thompson Co.
Packard Bell Electronics Co.	
Robinson, Jensen, Fenwick & Haynes, Inc.	
Pepsi-Cola Company.....	Kenyon & Eckhardt, Inc.
Planters Nut & Chocolate Co.....	Don Kemper Co., Inc.
Publicker Distillers Products, Inc.....	Ellington & Company Inc.
The Pure Oil Company.....	Leo Burnett Co., Inc.
The Quaker Oats Company.....	J. Walter Thompson Co.
Renfield Importers, Ltd.....	L. H. Hartman Company, Inc.
R. J. Reynolds Tobacco Co.....	William Esty Company, Inc.
Rival Manufacturing Company.....	Potts-Woodbury, Inc.
Roto-Rooter Corporation.....	Lessing Advertising Company, Inc.
Jos. Schlitz Brewing Company.....	J. Walter Thompson Co.
Scholl Manufacturing Co.....	Donahue & Coe, Inc.
Seiberling Rubber Co.....	Meldrum & Fewsmith, Inc.
The Seven-Up Company.....	J. Walter Thompson Co.
Sinclair Refining Co.	Geyer, Morey, Madden & Ballard, Inc.
Smith-Corona Marchant, Inc.....	Cunningham & Walsh, Inc.
Socony-Mobil Oil Co. Inc.....	Compton Advertising, Inc.
Star-Kist Foods, Inc.....	Leo Burnett Co., Inc.
Swift & Company.....	McCann-Erickson, Inc.
Tidewater Oil Co.....	Footo, Cone & Belding
The Travelers Insurance Companies.....	Young & Rubicam, Inc.
Unicord, Inc.....	The McCarty Company of New York, Inc.
Union Carbide Corp.....	J. M. Mathes, Inc.
The United States Playing Card Company	
J. Walter Thompson Co.	
United States Steel Corporation	
Batten, Barton, Durstine & Osborn, Inc.	
Vick Chemical Company and Subsidiary Company	
Morse International, Inc.	
Viobin Corp.....	States Display Adv. Agency
The Wander Co.....	Tatham-Laird, Inc.
Warner-Lambert Pharmaceutical Company	
Lambert & Feasley, Inc.	
Weller Electric Corp.	
Arndt, Preston, Chapin, Lamb & Keen, Inc.	
Western Auto Supply Co.....	Bruce B. Brewer & Co.
Western Union Telegraph Company, Inc.	
Benton & Bowles, Inc.	
Stephen F. Whitman & Son, Inc.....	N. W. Ayer & Son, Inc.
Wilco Company.....	Robinson, Jensen, Fenwick & Haynes, Inc.
Wolf Brand Products.....	Rogers & Smith Advertising Agents, Inc.
Zayre Corp.....	Bo Bernstein & Co., Inc.



Albright & Wood
Mobile, Ala.



Cunningham Drug Stores, Inc.
Detroit, Mich.



Daw Drug Company
Rochester, N. Y.



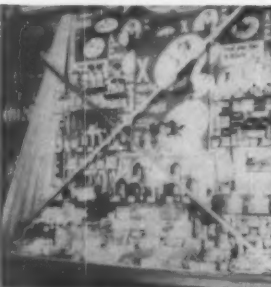
Gray Drug Stores, Inc.
Cleveland, Ohio



Lee's Drug Stores
Buffalo, N. Y.



Madings Drug Stores
Houston, Texas



Rea & Derick, Inc.
Northumberland, Pa.



Skillern's Drug Stores
Dallas, Texas



Snyder Drug Stores, Inc.
St. Paul, Minn.



Sommers Drug Stores Co.
San Antonio, Texas



Stineway-Ford Hopkins Drug Co.
Chicago, Ill.

1,100 chain drug sky high by tying Good Housekeeping promotion



61 BEAUTY AND HEALTH ADVERTISERS GAINED INCREASED ATTENTION FOR FULL MONTH

- | | | | |
|--------------------------|-----------------------|---------------------------|--------------------------|
| Ace Combs | Coppertone | Halo Shampoo | Pretty Feet |
| Acco Combs | Correctol | Heleen Neushafer | Pursettes Tampons |
| Aqua Ivy | Crest Toothpaste | Lipstick | Q-Tips |
| Bayer Children's Aspirin | Cuticura Soap | Hi-G Sanitary Panties | Regulol |
| Bixel | Dentglo | Ivory Soap | Sucaryl |
| Bobbi Pin-Curl Permanent | Dentlock | Johnson & Johnson Baby | Tampax |
| Bonnie Bell Ten-O-Six | Dermassage | Liquid Cream | Tip Top Curlers |
| Lotion | Dusharme Hair Creme | Kleenite | Tiz |
| Bonnie Bell Medi-Masque | Helene Curtis Enden | Kotex Sanitary Napkins | Trim Manicure Implements |
| Bonnie Bell Medicated | Helene Curtis Suave | Lustre Creme | Unguentine |
| Mak-up | Helene Curtis | Maybelline Automatic | The Upjohn Company |
| Breck Shampoo | shampoo plus egg | Magic Mascara | Mycitracin |
| Campho Phenique | Evenflo | Memo | U. S. Howland Swim Caps |
| Cashmere Bouquet | Eye-fresh | Mennen Baby Products | Wash & Dri |
| Talcum Powder | Fasteeth | Pearson Eye-Gene | Woodbury Shampoo |
| Clearasil | Fems Sanitary Napkins | Pearson sakrin | Z B T Baby Powder |
| Come Alive Gray | Glo-Puff | Phillips Milk of Magnesia | Zotex |
| Compacto Syringes | | | |



Hook Drugs, Inc.
Indianapolis, Ind.



Jacobs Pharmacy Co., Inc.
Atlanta, Ga.



Katz & Besthoff, Inc.
New Orleans, La.



Katz Drug Company
Kansas City, Mo.

stores send sales in with 2nd Annual beauty and health marks the spotlight!

This is Good Housekeeping's "climate of confidence" at work. It helps advertisers *influence* consumers fast, efficiently, and at low cost. It works for them whenever and wherever their products are sold. Make sure you get in on the next Good Housekeeping promotion!

**PROMOTIONS THAT PAY OFF...
START OFF WITH**

Good Housekeeping

MAGAZINE AND INSTITUTE



Liggett Drug Co., Inc.
Stamford, Conn.



Fred Meyer, Inc.
Portland, Ore.



Republic Drug Co.
Denver, Colo.



Sun Drug Co., Inc.
Pittsburgh, Pa.



Sun Ray Drug Company
Philadelphia, Pa.



T. P. Taylor & Co., Inc.
Louisville, Ky.



Thrifty Drug Stores Co., Inc.
Los Angeles, Calif.



LONG DISTANCE PUTS SALESMEN WHERE THE SALES ARE



"An inquiry was received from a prospect in New York," says Clement S. Castleberry, president of Castleberry Food Company, Augusta, Ga. "Right away, I telephoned one of our New York salesmen.

"In no time, he was in the prospect's office—quoting prices, arranging delivery dates.

"Result: A big order on the first call!"

Nothing's more efficient than Long Distance for following up inquiries. Give it a try, and see for yourself.

LONG DISTANCE RATES ARE LOW

Here are some examples:

Cleveland to Pittsburgh	60¢
Birmingham to Atlanta	65¢
Washington, D.C. to Boston	\$1.10
Miami to St. Louis	\$1.55
San Francisco to New York	\$2.25

These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM

Long Distance pays off! Use it now . . . for all it's worth!



SM tells marines

It is requested that this Headquarters be granted permission to reprint your article, "There's More to Motivating Salesmen than Money," which appeared in SM, July 3, 1959.

It is planned to reprint the article in our monthly newspaper, "Round-up."

J. E. Kussman, Jr.
1st. Lt., USMC, Officer in Charge
Procurement Aids Branch
U.S. Marine Corps
New Orleans, La.

► Permission granted, sir!

'new' SM goes over

... For the past few months I've been cutting down on other reading so that I can read SM from cover to cover. There are so many articles of such vital interest to marketing that I don't want to miss one good idea that could pay off big with our clients.

Marketing Newsletter is an example — actually I read seven or eight other trade magazines of marketing letters; yet SM has had news on marketing that I have seen nowhere else. Every issue seems to bring new features, new ideas...

Congratulations on the tremendous improvement in the past year or so. I am sure that all of us in marketing who read SM appreciate the "new improved" magazine. Keep up the good work.

Paul E. Seaman
President
Enterprise Marketing Consultants, Inc.
New York, N. Y.

Canadian shell-game?

You state [in the Sept. 10, Business Gift Issue, the article, "What You Should Know About Liquor and Champagne,"] that the proof of Canadian whiskey is 86.8 and 90.4.

Ever since the war the Canadian Government has been playing a shell-game with the Canadian people. I think, if you'll investigate, you'll find that all whiskey, gin, rum, etc., sold in Canada, is 70 proof, regardless of where it is made and bottled.

In any event, it's damned weak; and I hate to see you accidentally

covering for the government, which cut the proof for the duration of the war only, but in the usual manner found they couldn't bring themselves to giving up the extra profit when the war was over.

S. H. Newburn
Town of Mount Royal
Quebec, Canada

► Reader Newburn may know his liquor proofs in Canada, but on this side of the border Canadian whiskey rates at 86.8 and 90.4. Some other liquors here have even higher proofs, and they are strictly regulated by Uncle Sam.

fifty-thousand shopping lists

In the opinion of our president, Mr. Ross Corbit, you have done an outstanding job with your Sept. 10 Business Gift Issue. I share his views.

Evidence of this is our desire to send a reprint of the article starting on p. 74, "Shopping Lists of 1,061 Companies," to every person in our field organization.

Will you therefore send us 50,000 reprints immediately.

Joseph F. Wright
Public Relations Director
Hiram Walker Incorporated
Detroit, Mich.

Rockwell talks, too

It was with great interest that I read your article in the Sept. 18 issue of SM on "Why Walworth Talks So Much..."

I was surprised by a claim made by Mr. Lewis re an educational program by valve manufacturers. He said: "But because we are the only ones using such data in an educational way..."

Your article mentions that the Walworth program went into effect three months ago. The Nordstrom Valve Division of Rockwell had a valve education program for customers and distributors more than a year before that...

I know you make every effort to present an accurate picture. This is why I wanted to get the facts straight.

Elias Buchwald
Vice President
Burson-Marsteller Associates, Inc.
New York, N. Y.

(continued on page 27)

SNAP-LOK*

QUICK CHANGE POSTER FRAME



1 Snap open and insert paper poster



2 Snap sides shut



**3 No wrinkle, no curl
Poster spring-gripped**

Ideal for changeable message on truck sides, indoor or outdoor P-O-P. Quick change feature overcomes dealer lethargy. Made of long-lasting aluminum, anodized finish. Write today for complete specifications on SNAP-LOK or Arlington's complete line of aluminum displays and display frames.

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- ☐ SNAP-LOK Frames ☐ 5-Way Easel
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name _____
title _____
firm _____
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you give so much extra with... RCA VICTOR albums

the joyful gift that keeps on giving!

GIVE EXTRA LUXURY THIS YEAR!

Lavish special packaging...exclusive new "Miracle Surface" on Living Stereo records...other unprecedented features!

De Luxe Special Editions: beautifully designed albums, many with special bonus enclosures, all at no extra cost!

FOR THE VERY FIRST TIME, 50 never-before-released Glenn Miller performances, 16 pages of Miller history with full-color illustrations. Cloth-bound, 3 LP's (monaural only): \$14.98. BELAFONTE AT CARNEGIE HALL. All the on-stage excitement of Belafonte's triumphant Carnegie Hall concert. All the Belafonte favorites! 2 LP's: \$9.98. Stereo: \$11.98.

AN EVENING WITH LERNER & LOEWE. Robert Merrill, Jan Peerce, Jane Powell, Phil Harris, with orchestra and chorus, in 30 great show songs. 2 LP's: \$7.98. Stereo: \$9.98.

VENICE. Royal Opera House Orch. of Covent Garden, Georg Solti conducting. See-through grille cover. Gala tour in music, text and color photos. \$4.98. Stereo: \$5.98.

THE RUBINSTEIN STORY. Artur Rubinstein with Symphony of the Air, Alfred Wallenstein conducting. Chopin *Concerto No. 2*. Profile by Clifton Fadiman. \$4.98. Stereo: \$5.98.

WORDS AND MUSIC WITH THE AMES BROTHERS. Sing along with the nation's top vocal quartet. Words and music included. \$3.98. Stereo: \$4.98. Other song book albums: HUM AND STRUM ALONG WITH CHET ATKINS; STEPHEN FOSTER SONG BOOK (The Robert Shaw Chorale).

BEETHOVEN'S NINTH SYMPHONY. Charles Munch, Boston Symphony, with Price, Forrester, Poleri, Tozzi. Illustrated text. Also, *Symphony No. 8*. 2 LP's: \$9.98. Stereo: \$11.98.

MACBETH. Complete in "Opera Box." Warren, Rysanek. Libretto, other features. 3 LP's: \$14.98. Stereo: \$17.98. Other "Opera Boxes": THE MARRIAGE OF FIGARO; THE FORCE OF DESTINY; THE BARBER OF SEVILLE.

Soria Series: Luxurious cloth-bound library editions, with special texts and Art Book illustrations.

HANDEL: MESSIAH. Sir Thomas Beecham, Royal Philharmonic Orch. and Chorus. Magnificent Skira color art reproductions. 4 LP's: \$21.98. Stereo: \$25.98.

ROYAL BALLET GALA PERFORMANCES. Ernest Ansermet, Royal Opera House Orch. of Covent Garden. Excerpts from eight ballets. 24-page book with illustrations in color; gravure-printed photographs. 2 LP's: \$11.98. Stereo: \$13.98.

VIENNA PHILHARMONIC FESTIVAL. Herbert von Karajan conducting. Mozart's 40th *Symphony*; Haydn's "London" *Symphony*; Beethoven's 7th *Symphony*; Brahms' 1st *Symphony*; *The Vienna of Johann Strauss*. Imported 28-page book with color plates of famous paintings, 70 photos, text by Joseph Wechsberg. 4 LP's: \$21.98. Stereo: \$25.98.

ARCHIBALD MACLEISH: "J. B." Original Cast Recording of Pulitzer Prize play. Book designed by Leo Lionni features photos of Broadway production, engravings by William Blake. 2 LP's: \$11.98. Stereo: \$13.98.

Manufacturer's Nationally Advertised Prices



LETTERS TO THE EDITORS (continued)

'hole' hits home

I enjoyed very much your article in the Sept. 18 issue entitled "Is There a Hole in Your Corporate Image?" We are right in the middle of a letterhead, logotype, etc., redesign, and this really hit home.

This article should make my job of selling the redesign much easier.

E. D. Rose
Assistant Advertising Manager
Bourns, Inc.
Riverside, Cal.

lady dancelot

It was such fun to see "Sir Dancelot" in your column ["Scratch Pad," SM, Sept. 4]. Many, many thanks for the mention—and for the NEW name!

Kathryn Murray
Arthur Murray School of Dancing
New York, N. Y.

impact from 'miracle'

We, at Minneapolis-Moline, have had a large number of mentions in the press, radio, and TV over the past couple of years, but nothing has compared in response from all over the U. S. to that which came following your August 7 article on "Management Miracle at Minneapolis-Moline."

I have always known that SM was a top magazine, but I did not expect, and probably very few people could have, the tremendous impact that your article had all over the U. S. We heard from people in sales, finance, manufacturing, college, and just plain "Joe Doe's."

... We feel it is one of the finest pieces that has ever been done on our company.

W. W. Lundell
Director of Public Relations
Minneapolis-Moline
Hopkins, Minn.

a muffle in time

While listening to a speaker who was handling the subject, "Closing Sales," a friend of mine made the remark: "He should have read the book, 'When to Stop Talking.'" He thought it was published by an insurance company.

If you know about this booklet, or could get a line on it, I would appreciate picking it up.

While giving new salesmen their basic training in our line, I have

often wished for some material on this very subject.

Noel L. Cooperider
Service Manager
Dry Cleaners Equipment
Butler Mfg. Co.
Kansas City, Mo.

► SM has been unable to locate "When to Stop Talking," for Mr. Cooperider. We would appreciate hearing from any readers who can help identify this book.

hosiery huzzza

The article by Mr. William J. Tobin in the Oct. 2 issue of SM, entitled, "What Makes a Man a Successful Salesman?" is one of the best that we have ever read in any publication, on the basic principles of selling and the proper attitude for a salesman. . . .

This type of factual writing is the kind that will keep SM at the head of the list.

R. E. Cammack
President
Baker-Cammack Hosiery Mills, Inc.
New York, N. Y.

home-style concrete

I was interested in your remarks in the August 21 issue of ["Today's Advertising"] about concrete versus asphalt paving for interstate highways, and particularly about the floor of the U.S. Exhibition in Moscow being covered with asphalt because the "Constant scuffling of visitors caused concrete floors to crumble." . . . I assure you there is no way you can compare our interstate highways with an exhibition hall in Moscow . . .

Concrete roads — properly designed, using good materials, and properly built in the U.S. — will outlast any type of pavement.

W. R. Greenlee
Manager, Cement Sales
Standard Portland Cement Div.
Diamond Alkali Co.
Cleveland, Ohio.

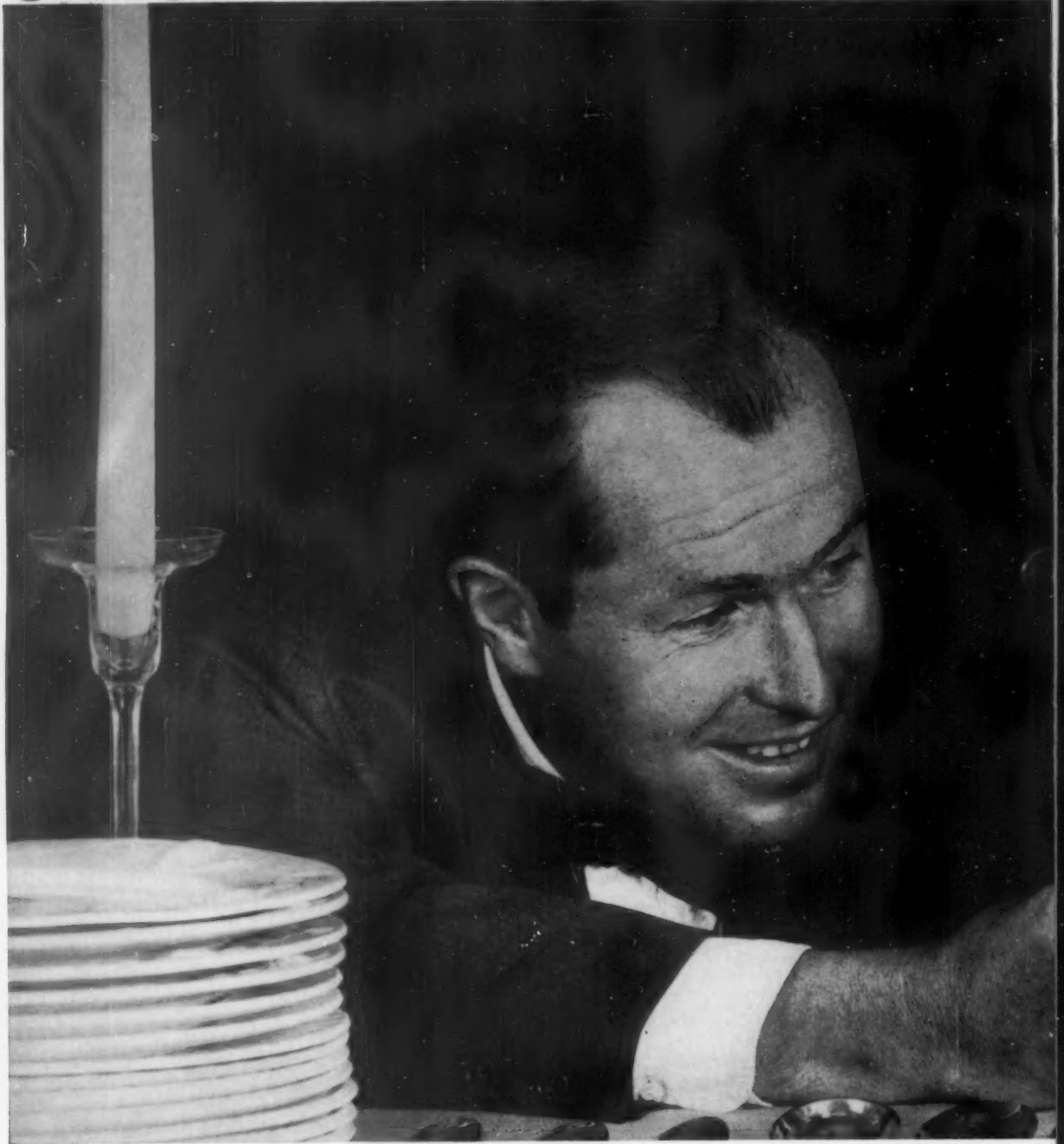
acid commentary

We would appreciate receiving two copies of your article entitled "Sales Management" as advertised recently in the Fatty Acid News Digest.

[Name withheld
by Ed.]

► Huh?

CATCH THEM IN THE ACT





What do 12,000,000 men and women look for in American Home? They look for ways to give a better party, ways to build a better house, ways to plant a better garden, ways to make a better basement family room, ways to live a better life. They look for you in American Home. This is the magazine for people who are on the buy—and for home products advertisers who want to sell by the millions.

CATCH THEM IN AMERICAN HOME

A CURTIS MAGAZINE READ BY 3,600,000 FAMILIES WITH A CONSUMING INTEREST IN THE HOME

Sales Management November 6, 1959 29

If you like the sweet smell of success—
businesspapers are your kind of medium.
This is where pro meets pro. Men who know
sales and marketing know you build
recognition and results—talking business to men
who want to *do* business . . . in businesspapers.

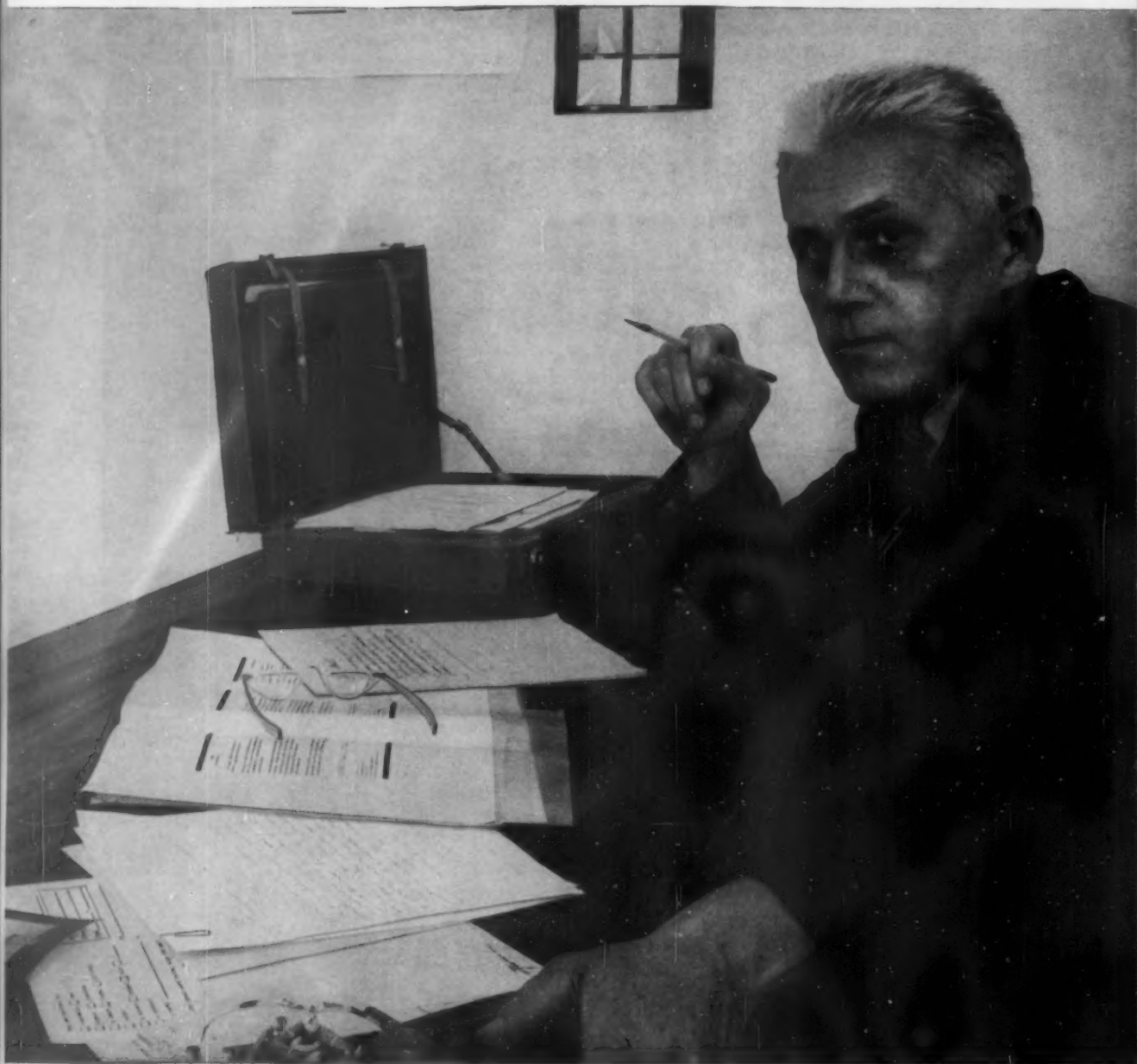


PHOTO ON LOCATION BY ARNOLD NEWMAN

Advertising in businesspapers means business
as any advertising man who knows his business will tell you — *because*
men who read businesspapers mean business



people pay for the businesspapers they want—read the businesspapers they pay for. Note: all ABP papers are “paid”

THE ASSOCIATED BUSINESS PUBLICATIONS • 205 East 42nd Street, New York 17, N. Y. • 201 North Wells St., Chicago 6, Illinois • 1004 National Press Bldg., Washington 4, D. C.



Brownie Movie Camera, f/2.3. Makes movies as easy to take as snapshots—only \$32.50



"This Brownie Camera brought in the most orders!"

reports Durkee Famous Foods

"Tops in drawing power!" That's how Durkee Famous Foods, Division of The Glidden Company, describes the performance of its Brownie Movie Camera premium offer.

As part of a fall Durkee Coconut promotion, a choice of four famous-name premiums was presented to the trade. *This Kodak premium outdrew them all!*

Why? Because time and again Kodak premiums prove to have unmatched consumer appeal! Everybody likes to

take pictures—young and old, men and women alike—it's fun for the whole family! Result—Kodak premiums bring in more sales per promotion dollar *every time!*

From \$4.25 to \$850 retail value. Kodak's full line covers the whole premium range—from low-cost self-liquidators, to big-ticket business gifts—to boost consumer sales, as sales force incentives, as employee gift awards.

"Kodak" and "Brownie" are trademarks
Prices are list and subject to change without notice

*If it's made by Kodak,
you know it's good*

**EASTMAN KODAK
COMPANY
Rochester 4, N. Y.**

MAIL COUPON TODAY

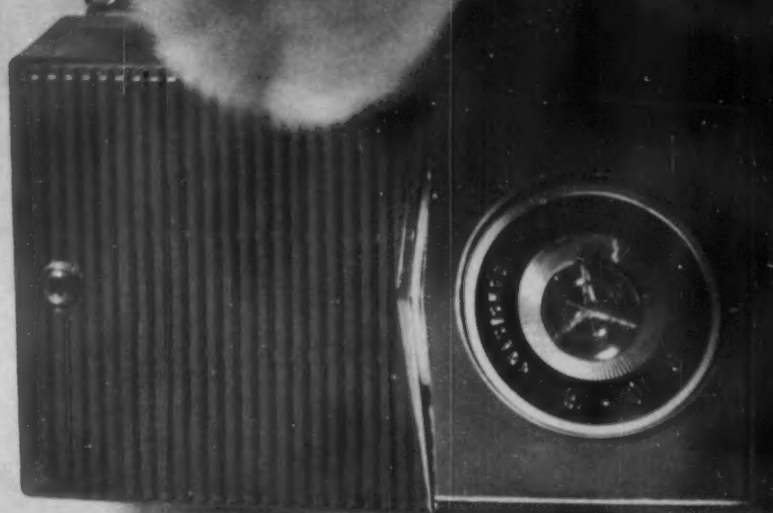
EASTMAN KODAK COMPANY
Premium Sales Office, Rochester 4, N. Y.

Gentlemen: Please send me more details on promotion opportunities with Kodak premiums.

222-11

Name _____
Company _____
Position _____
Street _____
City _____
Zone _____ State _____

Kodak
TRADEMARK



FOUND :

100 travelers with \$2,000 each...

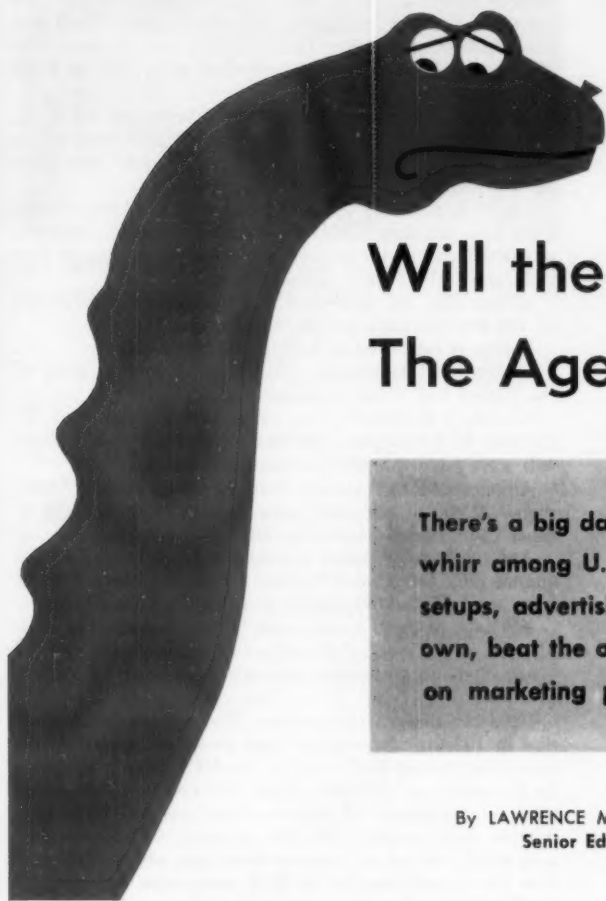
All it took was a little traveling music—on WMAQ. In this case, literally before breakfast. Chicago's Olson Travel Organization offered overseas tours at \$2,000 per ticket on its 40-minute program of semi-classical music featuring Norman Ross, Saturdays, 7:15 to 7:55 a.m.

In four short weeks, Olson sold out completely—100 tickets for a gross sale of \$200,000. And one year in advance!

This is just one more example of how WMAQ reaches the quality buying market in the Midwest. It's every bit as easy for you to find the buyers you're looking for anytime, morning, noon or night, on...

W M A Q

NBC Owned • 670 in Chicago • Sold by NBC Spot Sales



Will the Small Cars End The Age of the Dinosaurs?

There's a big day coming for small cars—and a big whirr among U.S. carmakers as they re-tool dealer setups, advertising, price-bracketing, to push their own, beat the other small ones. Here's a run-down on marketing plans, claims . . . and prospects.

By LAWRENCE M. HUGHES
Senior Editor

When the 150-millionth American-made car rolls off the lines next fall, it will symbolize a "different" industry:

1. Chances are that car won't be a "gas-guzzling dinosaur."

2. Chances are that it may be a "compact-and-economy" car.

3. It may even bear a new brand: After 30 or 50 years of buying and driving old familiar labels, a lot of motorists will have made up their minds between Comet and Dart, between Corvair, Valiant and Falcon (the last of which, in Canada, becomes Frontenac) and other new domestic names still to come.

4. (A lot of motorists, however, already have learned such foreign names as Volkswagen and Renault and scores more.)

5. While spawning their own babies, the long-entrenched "low-price three" suddenly find themselves pushed up into the middle-price bracket where, among others, they must compete with new "luxury compacts" of those long-established makers.

6. Almost every maker and his dealers, right now, seem glad to offer a new "little brother" to draw the customers.

7. But with estimates of total sales in model year 1960 not much larger than the actualities of 1959, they would find themselves merely switching to lower-profit lines.

8. Instead of single-line showrooms, most of the 40,000 new-car dealers would sell several domestic and foreign makes, covering 80% or 90% of the market, in what Ford Division's James O. Wright calls motor car "department stores."

9. Though this trend may help individual makes and dealers, all the new-brand pressures will further splinter the overall market. In this industry, where a single annual bet can cost hundreds of millions, there will be shining successes. And among old brands and new there may be fatal failures . . .

In the 1959 model year, production, and presumably retail sales, climbed one-third from the year before.

Of the 16 U.S. makes, however, only four lifted their share of total—Ford, Pontiac, Rambler and Lark.

The 1960 Ford (with current horsepower up to 300) and the new Pontiac (with power, length and wide track) are somewhat dinosauric.

Rambler and Lark, in all their lines, are essentially compact.

In share of registrations the highest-price extrasuper-special dinosaurs—Cadillac, Chrysler, Imperial and Lincoln—fell from about 5 to 4%. As a group the middle-price monsters—Pontiac, Olds, Buick, Dodge, Mercury, DeSoto and Edsel—slipped from 25.67 to 23.37%. The erstwhile "low-price three"—Chevrolet, Ford and Plymouth—dropped from nearly 60 to less than 55%.

Meanwhile, "all other makes," including Rambler, Lark and imports—predominantly compact or small—rose from



Will the Small Cars End the Age of the Dinosaurs?

(continued)

less than 7% of 1958's smaller total to more than 15% of 1959's larger one.

Together, Rambler and Lark now penetrate almost as thoroughly as Buick, Dodge and Mercury combined. The imports (nearly doubling sales this year) sold a larger share of U.S. new-car buyers than Dodge, Mercury, DeSoto and Edsel combined.

In fact, the imports — nearly all of them smaller in size than the U.S.-made compacts — have spread roots in our soil. As of last July 1, Automotive News counted 23,171 imported-car dealer franchises here, a one-year's increase of 2,867.

And the stronger imports are more concerned (than some American makers) with fewer, stronger and more profitable dealers. The leader, Volkswagen, makes out with only 410 dealers, and the runner-up, Renault, with only 800. The next three imports in current sales ranking are "captives" or close relatives of America's Big Three. While the English Ford has 668 dealers, and Chrysler's Simca 724, GM's Opel is spread around 3,215. GM's Vauxhall, now ninth in sales, is sold by 2,734.

All told, GM now has 17,000 dealers to feed.

The extent, already, of "duality" or "department stores" is suggested by the fact that, though all the franchises add up to about 75,000, the total number of new-car dealers is only half this size.

It is further emphasized by the fact that the first three domestic compact cars of the Big Three will be sold by about 17,600 dealers: Chevrolet's Corvair by 7,200; Ford Division's Falcon by 6,900, and Chrysler Corporation's Valiant by about 3,500.

► While Corvair and Falcon are offered to all dealers of the Chevy and Ford divisions as part of their franchise, Valiant's distribution is being developed market by market among some dealers of both Plymouth-DeSoto-Valiant and Chrysler-Imperial divisions. At the same time the more compact Dodge Dart will be carried by all of Dodge Division's 2,800 dealers. Dart will compete directly with Chevrolet, Ford and Plymouth. A still-smaller Dodge, yet to come, would vie with the "new three."

Against Dart (and the others) Ford's M-E-L Division will pit the Comet.

To be introduced next spring, Comet will have a wheel-base five inches shorter than the standard Ford, but five inches longer than the Falcon. M-E-L dealers would de-emphasize the larger captive imports: the English Consul, Prefect, Zephyr and Zodiac and German Taunus 17-M. But they will continue to carry the smaller English Anglia and Taunus.

Meanwhile, GM's Buick, Olds and Pontiac dealers, each would have their own new compacts.

Among all U.S. makes today, only GM's solid-selling Cadillac still would stand in solitary aloofness.

While no American manufacturer predicts more than a "slight decline" in sales of imports here, several of them hope that export sales of our new compacts will help to restore a trade balance which for five years has been strongly in Europe's favor.

But leading European independents are sure of an even stronger place here: On the recent production of Volks-

wagen No. 3 million, Dr. Heinz Nordhoff, president of Volkswagenwerke of Hanover, Germany, told U.S. automobile editors (some of whom passed up American new car introductions to accept Nordhoff's free ride) that "horsepower of the Big Three smaller cars is more than double that of Volkswagen, and their price will be \$500 higher."

Another factor, as expressed by Chevrolet's Ed Cole, is the European "reputation for excellent craftsmanship. Their cars are relatively simple, but American cars have been getting more and more complicated."

Chevy is shooting for 300,000 first-year Corvair sales. Cole also predicts "250,000 Falcons, 150,000 Valiants, 400,000 Larks and Ramblers, not counting the bigger (but still compact) Rambler Ambassadors."

Orders now on hand indicate, by December 31, sales of 100,000 Corvairs and 97,000 Falcons.

Dodge is estimated as selling 100,000 Darts.

Henry Ford II expects 750,000 to 1 million sales of the (three) Big Three economy cars.

Chrysler's President L. L. (Tex) Colbert counts on 1-250,000 U.S. compact car sales, and notes that Valiant will soon have 300,000-production capacity.

American Motors' George Romney would market "more than 500,000 of our cars," as compared with 374,520 in fiscal 1959, ended September 30.

And with retail sales recently trebled to a 140,000 annual rate, Studebaker-Packard's Harold Churchill looks for a solid 15 to 30% annual gain for the next five years.

Yet none of them — even with "labor" cooperating, suppliers contributing and the economy continuing to expand — expect domestic volume to reach the record 7.2 million of 1955.

Used-car dealers may suffer. Fortune magazine finds that in 1929 the average car was scrapped after five and a half years and 25,000 miles. In 1958 it was scrapped in 11 years and 100,000 miles. Except in 1958, when total scrappage of 4.2 million about equaled U.S. production (not counting 431,000 imports), SM learns that cars taken out of circulation have run about 40% less than the annual number of U.S. cars alone that are put on the highways.

The long, sleek, superpowered dinosaurs may not be the only 1960 models to take a drubbing.

Falcon Helps Ford Dealers Become "Department Stores"

In the '60's, instead of running "a specialty store, covering just the base of the vast automobile market," says James O. Wright, Ford Motor Co. vice president and general manager of Ford Division, "the Ford dealer will have a department store of values."

The division's 6,900 dealers, brought en masse to Dearborn for the first time in 23 years, learned that, with the new-and-smaller Ford Falcon, they have become "the first and only dealers in the industry to offer a complete line of cars designed to satisfy the needs of 9 in 10 car owners."

In addition to Falcon, their line embraces 15 new Fords — from "economy-minded Fairlanes" to "elegant Galaxies" — and Thunderbird, "the world's most wanted car."

From all these Wright sees three consumer benefits:

1. "The dealer's salesman can sell to each customer's needs.



IT'S IN THE FRONT! Ford's Falcon has conventional engine placement, boasts 10 more horsepower than Corvair.

2. "The dealer will offer better, more complete service facilities."

3. His customers will receive price benefits because "he will sell more units at a lower fixed overhead per unit."

Meanwhile, Ford is building better values: "The lowest-price standard car in our Ford line for 1960 is a much bigger and better car than the highest-price Ford was in 1957."

The Ford line is being graded up. The former lowest-price series, Custom 300, has been dropped, and a 2-door sports sedan called the Starliner has been added. Horsepower ranges from 145 to 300. And prices reach around Edsel and Mercury toward Lincoln.

M-E-L Division will counter next spring with a "compact" car to compete with Ford—and others.

Many of the 3,300 M-E-L Division dealers, who had followed the Ford Division group on their own mass hegira to Dearborn, were more surprised than pleased at Henry Ford II's announcement of their new baby. Until it arrives they still must sell other 1960 cars. The dealers don't want prospects to wait for Comet.

Meanwhile, among the "first new three," Corvair has become most controversial, Valiant (many writers think) is the most attractive, while Falcon may be most economi-

cal. Ford claims for it gas savings 35 to 50% better than the three Rambler lines.

In getting only 32 miles per gallon in my test run on Ford's Proving Grounds, I wound up in the bottom third among 250 writers. Our top winner made 45. But later that afternoon a high school student, in a group of 170 brought to Dearborn as winners of newspaper-sponsored local contests, came up with 50 mpg.

Ford has made or paid for a lot of studies on who will buy the new economy cars.

Between now and 1975 (with population, number of households and per capita disposable income increasing), the number of households with one car would rise by half, from 39 to 57 million. The number with two or more cars would double from 6.5 to 14 million.

"Just as the Model T helped to make the U. S. male more mobile," says Ford, sociologists find that "the trend toward second cars is increasing the mobility of the American woman."

Studies among prospective buyers showed that 98% wanted gas economy. Low purchase price was second, 39%, and then parking ease, 35%. "Second car interest" appealed to 18%; low cost of repair, 8%. "Novelty" influenced only 2%.

From one study made in December 1957, Ford learned that "one-fifth of those who said they would buy an economy car of Big-Three-make offered at about \$200 less than [their] regular models, would still buy the smaller car—even if it was priced the same as standard models."

Economy appeals to wealthy people, too.

The potential market divided between . . .

1. "Those already buying 6-cylinder cars and standard shifts," to save money all the way, and

2. "The upper income group who did not have to worry about initial cost but definitely wanted . . . more miles per gallon."

The latter group, however, "didn't intend to give up the comfort, convenience and performance of their present cars."

Ford's last survey found that "three times as many persons preferred a car of the Falcon's size and specifications to one approximating those of a majority of the imports."

Chevy Stakes Sales Leadership On "Revolutionary" Corvair

With Corvair, long-leader Chevrolet finds itself in the unaccustomed role of pioneer.

Rival Ford found that "Americans did not want an experimental car": 85% of admitted prospects for the Big Three's new little three "dropped out when asked if they would buy a rear-engine American car."

And, announcing the Falcon, Ford emphasizes: "The engine's up front for greater safety. . . . There's nothing untried or experimental about it."

The fact that the new Corvair's engine, made largely of aluminum, is in the rear also has brought unfavorable comments from Chrysler and American Motors.

Some neutral observers fear that Edward Nicholas Cole's "revolutionary" new baby may be drowned in hogwash. Elmer Tangerman, editor of Product Engineering, writes:

"Engineers know that nobody has ever made a test, a race or a speech that proved the engine should be at one end or the other. It's a matter of center of gravity



WRIGHT (J. O.) MAKES MIGHT? Ford's v-p calls the new idea of multiple-line dealerships auto "department stores."



Will the Small Cars End the Age of the Dinosaurs?

(continued)

and polar moments. There are good and bad cars in each category."

Chevrolet claims that a rear engine "belongs in a compact car. . . . Trunk's up front (like an elephant's) where it's convenient for groceries, shopping bags, luggage."

Adding to this relatively small area, a fold-down rear seat enlarges Corvair's cargo space to 28.9 cubic feet. (The Falcon's luggage compartment provides 24.5.)

Corvair boasts that its air-cooled engine gives "25 to 40% more fuel economy than our standard-size 6-cylinder cars; excellent traction in mud, snow or ice; feather-light steering, without power assists; light, positive braking. . . . The air-cooled engine needs no radiator, water pump, antifreeze."

"We didn't just start with a standard model," Cole says, "and shrink it down to size."

Like Ford, Chevy itself has dropped its lowest-price Custom 300 line. However, prices have been reduced "on every comparable V-8 model" of the standard Chevrolets for 1960—as well as on "comparable 6-cylinder models equipped with Powerglide transmission and other popular options."

Some 1,500 of Chevrolet Division's 7,200 dealers do half its total volume. But Corvair is part of the franchise package for all of them.

"Our district managers sit down with each dealer," Cole explains, "and work out his 'planning potential' for Chevrolet cars and trucks and Corvair. The dealer has a definite voice in this. Every car and truck is produced to his order. We don't load our dealers . . . but we try to persuade them."

About 2,000 of the dealers are now dual. Some handle several GM domestic lines and/or GM captive or independent imports. Those few who carry Rambler or Lark do so in separate showrooms.



IT'S IN THE REAR! But Corvair's Ed Cole, who pushed the rear engine, thinks it will put his compact out front.



FOUR-FOOT-THREE, room to see. Corvair features big glass area; though compact, it holds six people with room to spare.

But their bread-and-butter lines are Chevrolet and Corvair-by-Chevrolet. The division supports them.

Before Corvair came, advertising expenditures for Chevrolet reached an estimated \$65 million annually. With Corvair, Cole admits, "our advertising will go up. We're advertising ahead of sales. Our problem is to get prospects to try Corvair. We believe we have the most demonstrable product. Even at 70 miles an hour, in a strong wind, you get no roll steering."

As to the retail salesman's problem of explaining front- and rear-engine Chevrolets in the same showroom: "Corvair is a lower-cost car to fill a specific need. We think the public will continue to buy our regular car. We plan to make five times as many regular ones as we do the smaller ones."

The new domestic compacts, he thinks, will "make some inroads on conventional lines, foreign makes and used-car sales." (But he has also said that "Corvair will help to dissipate a shortage we have experienced in the used-car market.")

"No one knows the full effect a car like Corvair will have on the market. It all depends on the economy and how good a sales job our dealers do. . . . The bulk of the sales of the new three probably will come from expansion of the market."

Chrysler Launches Valiant On Selective Distribution

Chrysler Corp.'s new Valiant has not been tossed into any dealer group's franchise package.

Valiant is starting from scratch—choosing dealers, one by one, market by market.

This car's introduction coincides with radical changes in the corporation's whole distribution system, and the stamping out of what automotive writers have long called the "Plymouth plague."

The "plague" is another name for overcoverage, and too-small pickings per dealer.

For three decades nearly all the corporation's dealers—in addition to their own primary lines—have handled Plymouth. Until recent years Plymouth had virtually no exclusives of its own, and even today has only 175.

The three distribution groups now are:

1. Plymouth, DeSoto and Valiant
2. Dodge, Dodge Dart and Dodge trucks
3. Chrysler-Imperial

"Where considerations of dealer location and market potential make it advisable," explains Chrysler Corporation's President Lester L. Colbert, "Chrysler-Imperial dealers also will handle Plymouth or Valiant, or both."

In the past year the proportion of the company's total 8,000 dealers handling Plymouth has been cut from 85 to 55%.

"Our ultimate goal," Colbert says, "is to have about

3,300 strategically located Plymouth dealers." For dealers this would mean "greater volume and profit opportunities; . . . for the company, greater penetration into the volume section of the market."

As the result of Dodge dealer sign-offs in favor of the new (and Plymouth-competitive) Dart, the number of the corporation's dealers handling Plymouth has dropped since January 1 last, from 6,800 to about 4,500. Early this year, Automotive News found, 2,000 Dodge dealers also handled Plymouth. So did 2,000 DeSoto and 2,300 Chrysler (Division) dealers. Only a small segment of all the corporation's dealers did not carry this line.

Meanwhile, selections continue for Valiant. Dealers' recommendations of district managers are analyzed in turn by regional and area managers — the survivors ultimately



CHRYSLER'S MINOR (J. W.), who'll handle marketing for his company's Valiant, thinks its "Italian" styling will sell.

reaching Detroit. As each marketing area is covered, the one or several dealers there are announced, and they go to work selling Valiant.

This car's 100-horsepower engine will make it the most powerful of the new economy three.

The corporation compares Valiant's introduction with that of the first Chrysler (Maxwell) in 1924 and that of "the first Plymouths equipped with floating power in 1931."

With "a clean, lean \$6,000 look," Valiant will come both in 4-door sedans and "big, roomy station wagons."

"The enthusiasm of our Dodge dealers for the Dart," Tex Colbert explains, "has helped us to establish them as single-line dealers for Dodge cars and trucks. On the other hand, dealer enthusiasm for Valiant has helped us to increase greatly the number of dealers in key markets handling only Plymouth and Valiant."

The 118-inch-wheelbase Dart comes in three price series and the series of the standard 122-inch Dodge (now known as the "luxury line") have been reduced from three to two.



DODGE'S LOW-COST BID against the compacts is sleek, be-chromed Dart. It'll sell in range of top Plymouths.

Though the name Dart (like Rambler) is one among the 2,800 brands that came and then went in six decades of U. S. motormaking, Dodge went to some trouble to pick it.

James Vicary Co. was hired to collect and analyze 250,000 names, and then to test the finalists on the public. Dart was chosen for ease of recall and pronunciation and the fact that it is "symbolic of the product." Among 3,400 people queried — two-thirds men, one-third women — 64% remembered Dart.

In the development of all its 1960 lines into "pure automobile," Chrysler Corp. has spent six years and, thus far, \$800 million. After a red-ink 1958, the costs of changeovers in third quarter 1959 put the company back into the red again. But Colbert and associates hope to end their year in the black.

They also hope that their broad offering of "a car for every purse and passion" (paraphrasing GM's old slogan, "a car for every purse and purpose") will spark a steady upward trend.

While the domestic industry's production in the 1959 model year rose one-third, Chrysler's output was almost unchanged: Up from 667,340 to 703,356. And whereas, two decades ago, Chrysler consistently made one-fourth of the industry's cars, its "share" dropped from 15.80% in model year 1958 to 12.64% in 1959.

Lark May Earn \$20 Million; Studebaker Plans Steady Growth

Harold E. Churchill is modest and solid.

So are his predictions.

Studebaker-Packard's president projects a 15 to 30% sales increase for Lark for each of the next five years.

(Privately—with the help of a 50% step-up in adver-



LARKS OVERHEAD: Studebaker-Packard's Harold Churchill keeps feet on ground. Company has had four good quarters.

tising—he hopes to expand sales by a full one-third in this new model year.)

In the meantime, after losses totaling \$193 million over 45 months, the Lark has lifted S-P solidly into the black. Churchill expects to show \$20-million profit for calendar 1959.

In model year 1959, Studebaker's share of the expanded output nearly doubled from 1.24 to 2.36%, while its actual production climbed from 52,392 to 131,377. And in the first two-thirds of calendar 1959, its retail sales more than trebled—from 29,400 to 95,000.

Lark's 1960 lines include a new 4-door station wagon and the only convertible among U. S. small cars. Both of them and four other body types are offered with both

(continued on page 91)

What Happens When Sales Managers

All the paperwork in Westinghouse Electric Corporation's Lamp Division is now handled in specially created operations headquarters. Since the sales managers began devoting full time to sales, productivity per salesman is up 35%, costs down 17%.

By KENNETH M. REISS
Associate Editor

The eight region sales managers in the Lamp Division of Westinghouse Electric Corp. came to work one morning to find that a major portion of their responsibility had been taken away from them. All were surprised; and more than one was just a little peeved.

Before very long, however, they were unanimous in praising the new system, because they were all doing just the thing they knew best—selling. The responsibility that was taken away was that which concerned the sales manager's traditional headache, paperwork.

This all happened back in 1956. Since then, not only has the productivity per salesman increased 35% since the sales managers began devoting full time to sales, but administrative costs have dropped 17%, and the channels of communication from home office to field have been flushed so clean that a new sales policy or a change in an old one can be put into effect in 24 hours.

This, briefly, is what was done: Sales duties were divided into two parts: selling functions were separated from order handling, administrative, and warehousing duties. The eight regions were condensed into seven, each of which was headed by a region sales manager. In addition, five operations regions were established and a new echelon of operations managers was created to head up these regions.

To these operations managers fell all phases of order handling, warehousing, and administration.

In the past three years the operations regions have been gradually reduced to three, and additional consolidations have been made so that

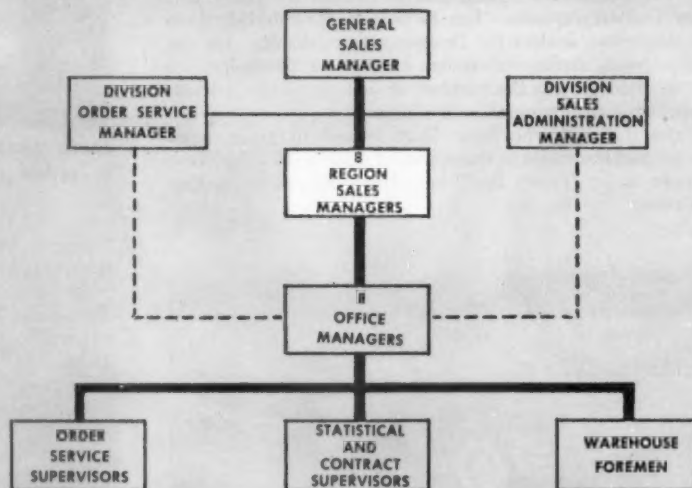
all administrative functions are performed in just one location. This administrative work, which is primarily statistical and contractual, is done in Pittsburgh, Pa., but is controlled by the central region operations manager. Thus, the eastern and western operations managers have no responsibility for these duties and confine their efforts strictly to order handling and warehousing.

The situation three and a half years ago was not unlike that plaguing

many companies. As Divisional Marketing Manager Charles E. Erb puts it, "Our top sales people devoted the greatest percentage of their time to minor activities. They were so harassed that they just couldn't get the basic job, selling, done. The region managers were so bogged down they couldn't possibly keep a good firm grip on the reins."

The key to the reorganized sales management lies with the addition of region operations managers. These

Westinghouse's Region Before: Caught in the Midst of the Paperwork Shuffle . . .



CAUGHT IN THE MIDDLE of the administrative tangle, it's no wonder that the region sales manager had little time for selling under the old set-up.

Are Freed of Paperwork?

three men are jointly responsible to the division order service manager and the division sales administration manager, both of whom are located at divisional headquarters in Bloomfield, N. J. The operations managers have authority over their immediate subordinates only. Thus, one new middle management echelon is completely divorced from the line selling operation in terms of authority.

The operations regions were not created along the boundaries of the sales regions. A single operations region might include one or two complete sales regions, plus bits and parts of two or three others. The reason for this is simple: There is no need for operations regions to adhere to sales region lines. Except when the salesman is in on the actual sale and the region sales manager receives the monthly report of sales, all administrative functions have been detoured around the line selling operation. All of the recording, inventory control, delivery, scheduling, bookkeeping, billing, and other details that accompany every sale, bypass the region sales manager. His men do the selling, and he gets the final report. Thus, he gets full reports on all of his districts even though the reports might

come from two operations headquarters.

The operations managers are primarily concerned with order service and warehousing, although there are many other detailed jobs that come their way. Each manager is a proved and trained administrator selected from among the eight office managers who had operated under the old region manager set-up. Their administrative efficiency has had much to do with the decrease in operational costs under the new program.

Among the duties of the operations managers are these (except where they involve communications with the region sales managers, all were formerly responsibilities of the region managers):

- Supervising the receiving, warehousing, and shipping of lamps. Invoices and credit control are generally handled at the warehouse level, so these functions fall naturally to the operations managers.
- Supervising inventory records to insure that stocks are kept adequate for prompt customer service.
- Keeping region and district sales managers informed on stock conditions.

- Preparing budgets and maintaining financial controls for order service and warehousing functions.

- Assisting region sales managers in budgetary matters and preparation of sales quotas.

- Supervising office and warehouse staffs. This includes hiring and training personnel, maintaining office equipment, ordering forms and supplies, etc.

- Maintaining physical properties.

- Administering customer contacts, correspondence, inquiries, quotations, deliveries, etc.

- Negotiating leases, selecting building sites, etc.

It is little wonder that when all the order service and administrative duties were taken from the region sales managers it appeared that they were being stripped of responsibility. In spite of this, they were still left with full-time jobs.

Under the new system these men have four responsibilities, each one strictly a function of selling:

1. Making sales quotas. The region sales managers now have infinitely more time to devote to this basic matter which is the object of every selling effort. Quotas for the region are received from divisional headquarters in Bloomfield. They are broken down by product types and are set each month according to a table of lamp demand based on historical data.

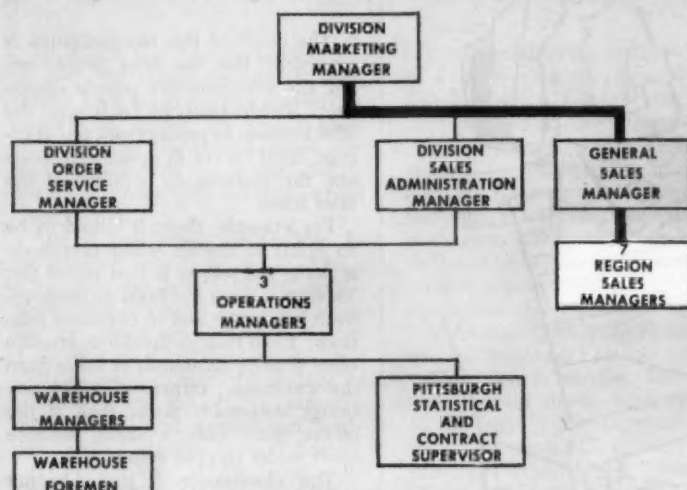
Because the region sales manager now has more time to devote to quotas, he is able to assign his district quotas more effectively, and be more sensitive to the capabilities and potential of each district office.

2. Securing new primary distribution. This phase of the sales manager's job is probably one of the first that would fall by the wayside if he were overburdened by paperwork. But with his duties lightened by the removal of non-selling functions, the region sales manager can and does devote a sizable segment of his time to developing new outlets for Westinghouse bulbs; to improving relations with retailers, user customers, jobbers, etc.

3. Increasing market position. This is really the other half of securing new primary distribution. This part of the

Sales Managers:

After: Away from the Papers, More Time to Sell



ALL ALONE with no one to bother him, the region manager can now devote full time to sales. Administrative work is also greatly speeded up.

job generally consists of doing everything possible to see that Westinghouse bulbs gather a larger share of the market. Again, the success or failure of the selling campaign depends to a great extent on how much time the region sales manager can devote to communicating with, helping, and encouraging his district sales managers. In the past, he was usually so tied up that his office was the clog in communications between the home office and the district sales territory. District sales managers were all too often left to fend for themselves when problems arose.

4. Developing manpower. In the long run, this is perhaps the most important task of the region sales managers. Although they do very little hiring or basic training of new sales personnel (they usually prefer to draw from the division's training program), every region sales manager is duty-bound to see that all personnel are developed as fully as possible.

Again, much of this responsibility consists of properly implementing programs and ideas from divisional headquarters.

More directly, every region sales manager has a "promising young man" as an assistant. He is directly responsible for the development of this assistant into capable sales management material. It is from the ranks of these assistants that district sales managers are usually selected.

Needless to say, not every shred of administrative work could be lifted from region sales headquarters and deposited in a region operations office perhaps a thousand miles away. However, non-sales responsibilities still held by the region sales manager are only those requiring on-the-spot attention and taking, generally, little of his time:

1. Acting in an executive capacity in receiving sales programs from the home office and implementing them in the field.

2. Acting in an executive capacity in directing the activities of the district sales managers.

3. Controlling the regional budget. The regional budget includes funds for the normal performance of sales duties, plus the allocations for promotion activities. He is assisted by the region operations manager.

4. Administering the assignment of quotas to the district offices. Again, the region operations manager gives him a helping hand.

5. Directing the region engineer. (An engineer is assigned to each of the seven sales regions. It is his job to help user customers solve lighting problems, answer technical questions, handle complaints of a technical nature and the like.)

6. Directing the assistant region manager.

7. Filing comprehensive monthly communications with the home office. Such communications are kept to an absolute minimum because headquarters management personnel spend a great deal of time working in the field to obtain firsthand evaluations of performance and effectiveness of sales programs, and to develop new promotional ideas. These men keep in close touch with the region sales manager and look in on every phase of the operation right down to individual sales territories. They are, therefore, in a position to keep the home office informed, removing much of the reporting responsibility from the region sales manager.

The result of this reorganization is essentially that the sales people sell and the administrative people administer. Results really go far beyond the 35% increase in productivity per salesman, the 17% cut in operational costs and the increase in mobility of the sales force.

For example, there is bound to be an uplift in morale when everybody is doing the job he is best suited for. Then, too, there has been an improvement in service and in customer relations. Even though the administrative office may be thousands of miles from the customer, improved efficiency brings statements faster than if the offices were only a short distance apart under the old system.

The changeover is probably not complete yet. At Westinghouse the fire will continue to burn until every wasted motion and every inefficient procedure has been boiled off. ♦



"I don't think he's really a genius. He just fools people by making the right decisions all the time!"



Fashion Note: Band Uniforms By a Light Bulb Manufacturer!

Fashion note? Sales note, is more to the point. Verd-A-Ray, a dim glow on the lighting scene when compared to the high-powered beam of its competition, decided to brighten sales. It's program enables high schools to buy uniforms by selling light bulbs.

"It started this way . . . Love music we may, but almost no one has been known to willingly give, approve or recommend money for school band uniforms." So Harry E. Cohane, the speaker, executive v-p of Verd-A-Ray, put his company into the high school band picture.

Maybe you know Verd-A-Ray. In the lighting field there is GE. There is Sylvania and there is Westinghouse. Then there is Verd-A-Ray and a number of other small manufacturers. They have their work cut out, battling to take away a small percentage of business from the giants towering over them. Usual promotional methods, with a relatively small budget, left Verd-A-Ray at the post, until Cohane, attending a high school football game, saw his chance.

Next day he began to work out details of the plan now called The

C-E-Z Fund Raising program. C-E-Z is a sales division of Verd-A-Ray, Toledo. And C-E-Z got the job of carrying through the program.

Here's how it works: Promotional material is mailed out to schools, churches and organizations throughout the country, informing them that there is a way to quickly raise needed funds for band uniforms, instruments, choir robes, organs, pianos, playground equipment and class trips by selling C-E-Z Green light bulbs to neighbors, friends, relatives.

The plan is simple. The participating group simply buys case-loads of the light bulbs. In each instance the group earns \$15 on every case of premium bulbs (C-E-Z Green, Pink Charm and Triple Life), \$11 on each case of standard bulbs—the Home Brite and Kitchen Brite line.

The cases of premium bulbs cost

the group \$27 a case; they are sold at \$42. Similar profits can be made from the standard line.

The groups are told how to make their own assortments and the company provides Kraft bags to make it easier. For each case contains one color in one wattage, packed in kits of four bulbs each, with 30 kits to the case.

The bulbs sell for the same prices as C-E-Z bulbs in retail stores. Sales ammunition is also furnished. For instance, purchasers are told what a C-E-Z Green bulb is. "A patented bulb that gives a soft, white light. Recommended for all visual tasks—reading, sewing, televising, etc. C-E-Z Green bulbs reduce glare, thus reduce eye strain."

Sell the bulbs by stressing their longevity, says the promotion material. "The ordinary bulb can be ex-

in detroit...



**FREE PRESS
UP 24,124
DAILY**

Michigan's prize-winning paper continues its fast-growing pace. And as Michigan's only morning newspaper, it gets readers' undivided attention . . . and provides total morning coverage for advertisers in the nation's fifth largest market.

Circulation gains and losses from publisher's statements to U. S. Post Office for the year ending Oct. 1, 1958 and 1959.

The Detroit Free Press
Michigan's Most Wanted Newspaper!

NATIONAL REPRESENTATIVES: Story, Brooks & Finley • RETAIL REPRESENTATIVE: George Molloy, New York



**AFTERNOON
PAPERS
DOWN
5,750 DAILY**

In the last 12 months, one Detroit afternoon paper registered a substantial loss and the other a moderate gain . . . for a combined net loss. It means Detroit afternoon newspapers now compete for a smaller share of the total daily newspaper audience.



pected to burn 600 or 700 hours, while C-E-Z bulbs are rated at 1,000 hours—a bonus of 300 or 400 more hours at no increase in price!”

These facts are kept as simple and concise as possible. Kids aren't notable for poring over complicated charts and facts to get sales talks.

The company even tells its prospects how many cases they should order. “Let's say you need \$450 for your school or church project. Divide \$450 by 15 (your profit per case of premium bulbs) or 11 (your profit per case of standard bulbs) and you will find that you can earn this amount by selling only 30 cases of premium or 41 cases of standard bulbs.”

What if the kids can't sell all the bulbs? “Send them back,” says C-E-Z. (But send them prepaid, it adds.) And to make it harder for kids to lay down on the job, C-E-Z throws a bonus plan at them. Any organization selling ten or more cases of the premium bulbs is eligible for prizes in the company's Award Program.

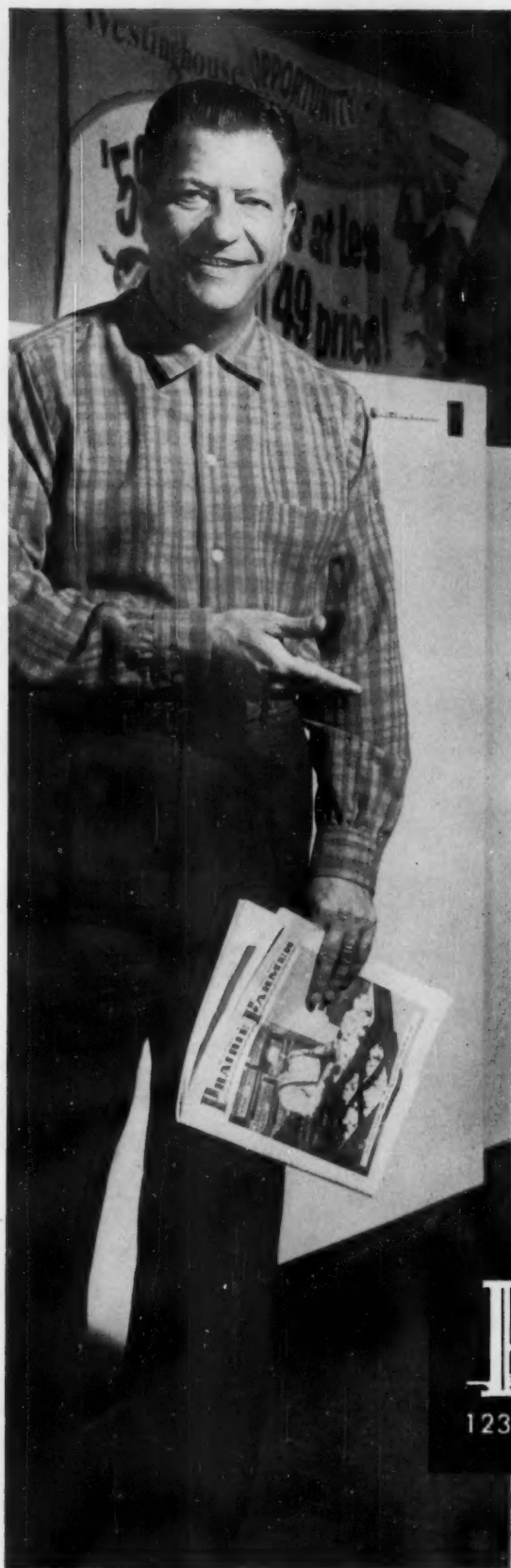
► The plan has been tried and found not-wanting by C-E-Z after seven years' experience using the self-help plan. Cohane estimates that the plan has made possible the purchase of thousands of school band uniforms, hundreds of musical instruments and choir robes. He knows of at least 25 church organs that have been bought from profits realized from the plan. Rogers High School, Toledo, netted \$1,000 recently in a one-day drive!

Here are some others: St. Joseph's School, Appleton, Wis., sold 125 cases and earned \$1,625. Sea Breeze High School, Daytona Beach, Fla., sold 300 cases, earned \$3,900.

Little Verd-A-Ray is proud of its product. “The only light bulb,” says Cohane, “on which a basic patent has been issued. It was developed with the cooperation of the optometry departments of four leading universities and national authorities on the science of light.”

And Verd-A-Ray is one of the largest of the independent lamp manufacturers. Its corporate history goes back to 1918. The company pioneered inside-frosted bulbs, insect-repellent lamps and bulbs; developed color-corrected lighting; earned national recognition for glass-on-glass colored bulbs and lamps; was, it says, first with colored bulbs for home use and a fluorescent lamp that produces true north daylight. Its latest: A quality, weatherproof, portable patio light.

With fly-by-night operators, using similar plans to hypo sales, the company has been careful, in its literature, to hammer home its reputation for stability. ♦



"I'M GLAD TO
SEE AN AD FOR
MY REFRIGERATOR LINE
IN ANY MAGAZINE,
BUT MY

1st

CHOICE IS
PRAIRIE FARMER"

He owns an appliance store in rural Illinois. More of his customers read *Prairie Farmer* than any other publication. In fact, on Illinois and Indiana farms, *Prairie Farmer* outcirculates the highest general consumer magazine by 3 to 1.

Prairie Farmer is the *one* way to cover rural Illinois and Indiana—the second largest mass market in the area—with one publication.

No wonder *Prairie Farmer* is the 1ST choice of all types of businessmen.

Whatever your product, remember:
In rural Indiana and Illinois,
Prairie Farmer is your 1ST choice, too.

PRAIRIE FARMER

1230 West Washington Blvd., Chicago 7, Illinois

Member of
MIDWEST FARM PAPER UNIT
35 E. Wacker Drive, Chicago 3
250 Park Avenue, New York 17

West Coast Representative
Townsend, Millsap & Co.
110 Sutter St., San Francisco 4
159 S. Vermont, Los Angeles 4





MR. VAN DOREN
ON THE AIR



Special Report:

Will the Hearings Hurt the Quiz Sponsors?

Accusations, suspicions, admissions, denials and a great deal of good old-fashioned finger-pointing have marked one of the top news stories of 1959—the Congressional and grand jury investigations of the big-money quiz shows and the TV networks, producers and contestants connected with them.

But what about the people who signed their names to these shows and who picked up the tab for them—the sponsors?

Are they, the marketers who were just trying to sell a product, being tainted by the unsavory fog that surrounds the investigations? Has enough dirt rubbed off on the allegedly “clean” quiz shows to reflect on their sponsors? In short, are the advertisers who spent millions to put these shows on the air any the worse for the experience?

These questions, which Sales Management asked of nine companies that have sponsored quiz shows over the past two or three years were unanimously answered with a thoughtful, but nonetheless emphatic, “No!”

For most of the sponsors, there was a certain amount of hope in this answer. As one put it, “This whole business is far from over. So far we have escaped any censure, and future hearings should not affect us in any way. But with something of this nature, it is impossible to be sure until it is all over.” Some of the sponsors, notably Revlon, Inc. (“\$64,000 Question”) and Geritol's maker, Pharmaceuticals, Inc. (“21”) have testified as to their innocence at the Congressional hearings and have apparently

cleared themselves completely. In fact, it is highly doubtful if any of the companies will have to assume any of the responsibility for the “fixings.”

They should not have to. The very nature of television today virtually prohibits the sponsor from having any knowledge of, or hand in, the inner workings of the program itself. The experience of Pharmaceuticals, Inc., as related by a company spokesman, is typical:

“Like everyone else, we buy a program as a package. We determine our needs and the type of appeal we want our programs to have, and then purchase those shows that we feel will give us the best return for our money. Our two types of products determine our needs.”

By and large, the quiz scandal has not affected sponsors' attitudes toward TV advertising. Again they are unanimous in declaring their like for TV as an advertising medium. Most, however, indicated that they would be a little hesitant about backing another big-money quiz show without a better policing system. This question seems to be somewhat academic, though, as shows of this type seem to be dead, at least for the time being.

The idea of increased advertiser control also seems to be a matter for the philosophers. Most of the sponsors interviewed seemed to feel that the very nature of the medium prohibits, or makes highly unlikely, any extensive sponsor control. A few, in fact, felt that this would be an undesirable form of censorship.

Perhaps the classic story of quiz

show sponsorship is Revlon's climb to success with the “\$64,000 Question.” This was the first big-money show, and it is generally conceded to have been the inspiration for the many that followed. A show of this type was brash, energetic company President Charles Revlon's cup of tea. Because talent costs were nil, the program was cheap enough for the relatively small company (1954 sales: about \$34 million) to easily afford. Besides, the thought of giving away the theretofore unheard of sum of \$64,000, would surely capture a large audience.

And so it did. Within a very few months it had become the most widely watched television program in history. The addition of the “\$64,000 Challenge,” also a low-cost program, added to Revlon's impact on the market. In 1955, sales jumped 54% to nearly \$52 million, and in 1956 sales grew another 66% to \$86 million.

By 1957, however, the airwaves were cluttered with big-money quiz shows, and rival “21” was making \$64,000 look like pocket change. A saturation point had been reached, however, and ratings started to dip. Soon after, the first rumbles of “rigging” were heard, and in 1958 most of the shows, Revlon's included, closed their doors. By this time, however, Revlon was big enough to make a TV splash on its own, and in the last two years has been concentrating on big hour shows with top talent.

The Jack Barry-Dan Enright production, “21,” was, of course, the biggest show that came down the path

Will the Hearings Hurt the Quiz Sponsors?

(continued)

cut by "\$64,000 Question." Pharmaceuticals, Inc.'s sponsorship of this program is less spectacular than the Revlon story, but it is probably more typical of the many other companies that bought the big-money quizzes. Here is what a company spokesman told Sales Management:

"Obviously, when Jack Barry approached us with his plan for the '21' show, we saw a great deal of family appeal in it.

"As with any show, '21' was sold to us as a package. We could tell Jack what to say about Geritol and when to say it, but other than that he could stand on his head and interview 12 Arabian holy men if he so chose. We had only the usual TV contract specifying that whatever was done would be within the usual limits of good taste. Naturally, we had no reason to be dissatisfied with arrangements.

"A little over a year ago, we heard a few rumors that the show was rigged. With this type of show, such rumors are to be expected, so we weren't worried. But, when the rumors grew stronger and seemed to contain some truth, we cancelled the show immediately. We were extremely surprised; even shocked.

"We feel that the public realizes our position, and perhaps even sympathizes with us a little. At any rate, we don't think that there has been any negative effect on our sales."

Briefly, here are summaries of other statements made to Sales Management by representatives of most of the major companies that have sponsored important big-money quiz shows in the last two or three years:

Carter Products, Inc.: William Guerin, general sales manager, says that the company sponsored "Name That

Tune" until about a year ago. Carter got out at that time to put its money into what it felt were better TV properties. No one in the company suspected any foul play at the time, and they feel fortunate to have gotten out before the scandals broke. Guerin feels there will be no adverse effects from its connection with the program. The company is still heavily in TV, but would probably not invest in money quiz shows even if they were available.

Colgate-Palmolive: A company spokesman reports that when it had "Dotto" on daytime TV, it was so successful that it was also brought out as an evening show. The first indication the company had that something was amiss was when a contestant told company executives that she was sure some contestants had been given answers. Colgate immediately began a secret investigation and took the necessary legal steps to drop the show in case the investigation turned up conclusive evidence of a fix. It did, and eight days later Colgate stopped

The Sponsor: "More to Be Pitied than Censured"

This report is by Dr. Sidney J. Levy, director of Psychological Research, Social Research, Inc., Chicago, who, at our request, interviewed Mr. Average Consumer, seeking to determine the public's attitude toward sponsors of faked quiz shows.

People feel that it is an appropriate moral stance to condemn the fixing of quiz shows. They feel some sense of indignation at the notion of dishonesty, at the poor example set for children, at the negative reflection on education, etc. They believe the wrongdoers should be punished. However, they are not too clear about who are the wrongdoers, and are hesitant about blaming. Contestants who participated are presumably culprits, but it is hard for the average citizen to feel too strongly about them. They say things like this:

... There has probably been some fixing, but I don't believe that all of the contestants have been informed beforehand about the questions. I don't know who is to blame, I suppose the people who plan the programs are to blame.

... I think the quiz shows were all right. I used to watch them. I think it was all right for the contestants to take the money. If it had been offered to me I

would have taken it, too. The shows were entertaining and that is what the public demands. After all, entertainers get paid, so why shouldn't the contestants?

... I couldn't say exactly. I guess the people involved, the contestants. They should look into this matter closely. They aren't honest. The people responsible for the show, not the contestants, I mean.

Less moral-minded individuals express an attitude of "couldn't care less, no harm done."

... The public shouldn't feel bad. It shouldn't hurt them.

... It didn't hurt anyone — especially those what won!

When blame is attributed, it tends to be vaguely related to directors, bosses, producers, "the TV program," the people responsible for the show, etc. They are anonymous, intervening individuals. Usually, this does not include the sponsor. The sponsor is regarded as outside the troublesome situation, except for feeling embarrassed or upset about the unfortunate matter. The average consumer finds it hard to blame the sponsor, believing the urge to corruption grows out of the entertainment world's

the show. The company neither expects nor has felt any ill effect on sales. TV advertising is still heavy, and the emphasis is still on programs designed for family entertainment. As Colgate got its corporate fingers rather badly burned with the "Dotto" show, it would require some rather strict policing guarantees before sponsoring such a show again.

Lanolin Plus, Inc.: Herbert Klauber, advertising manager, told Sales Management that his company also sponsored "Name That Tune" for a while, but a change in policy resulted in the company's switch from network shows to spot TV. The company is still using spots exclusively.

P. Lorillard & Co.: Company spokesmen report that Lorillard was a co-sponsor of the "\$64,000 Challenge." For a while it also co-sponsored "\$64,000 Question," but dropped the show because it was too closely identified with Revlon to give Lorillard maximum benefit. Lorillard dropped "Challenge" after the "Dotto" scandal hit

the newspapers. The company had no cause to suspect anything was wrong, but just felt that there was a strong possibility that the whole big-money quiz show idea might become too hot to handle. In addition, there were growing signs that the popularity of such shows was beginning to taper off. The company feels that it got out in plenty of time so that it will not feel any impact of the investigations. Although TV advertising is still heavy, Lorillard plans to steer clear of money quiz shows.

Purex Corp., Ltd. (Purex Bleach, Beads O'Bleach, Ajax Cleanser): According to a company spokesman, Purex feels it is too early to decide what effect the hearings will have on its products or on future plans. Although the company has been connected with such programs as "The Big Surprise" and "Down You Go," it feels that it is highly unlikely that any censure will extend to the company. Depending on the outcome of the hearings, the company might or might not sponsor another quiz.

Standard Brands, Inc. (Fleischmann's, Royal, Chase & Sanborn brands): Charles Gildea, director of industrial relations, noted that the company was probably the most recent to drop a quiz show (it cancelled its participation in the "Tic Tac Dough" show last month). At this point, Gildea says, no one in the company is questioning the integrity of the show, but it was felt that the company's interests would be best preserved if it disassociated itself from the quizzes. The company is well satisfied with the results of its participation in the show, and is currently shopping for an equally effective program to replace it.

Warner-Lambert Pharmaceutical Co. (Bromo-Seltzer, Anahist and Listerine products): I. W. Hoff, v-p and director of advertising of the Family Products Division, states that although the company dropped the evening version of "Tic Tac Dough" about two seasons ago, it was strictly because the show did not have enough impact to do an effective selling job. The company is now heavily in spot TV. ♦

wish to keep up its ratings; that a sponsor would be foolish to risk his substance in such a picayune fashion. While sponsors are remembered as Revlon, especially, and Geritol or Kent, there seems nothing deader than yesterday's sponsorship of a defunct quiz show. Views run along these lines:

... I don't think the sponsors knew. If I had been a sponsor, I would never give a chance to the people who were connected with the fraud. [The parental sponsors should punish.]

... I don't know the sponsors. I think they will feel they made a bad choice on those shows.

... I don't remember any of the sponsors on the programs. I'm sure they are sorry about it and don't want people to feel indignant toward them.

... I believe the sponsors are very embarrassed about the whole thing.

The net result is that sponsors are more to be pitied than censured, and it seems extremely unlikely that the sponsors' products will suffer in any direct fashion. ♦



Pulse-Taker

DR. SIDNEY J. LEVY (rhymes with heavy), is associate director of this organization, which works, definitively, on consumer attitudes and symbols in American culture. A graduate of the University of Chicago, he's been with the organization for 13 years. He also teaches the Psychology of Consumer Motivation at the University of Chicago to round out a full schedule.

RAMBLER '60

Your Soundest Fleet Car Investment!



*Proved by
10 Years'
Experience
and
25 Billion
Miles!*

From every standpoint—low price, performance, economy of operation, handling and garaging ease, proved quality and dependability—the 1960 Rambler is your soundest fleet car buy. Here's why it pays to switch your fleet to Rambler:

LOW FIRST COST—Rambler offers America's lowest-priced Compact Car. 1960 Rambler prices start at \$1795.00, suggested factory delivered price at Kenosha, Wisconsin, for Rambler American Deluxe 2-Door Sedan.

TOP GAS ECONOMY—Rambler is America's recognized economy king—proved so in official NASCAR and Mobilgas Economy Runs. Others talk economy. Rambler proves it.

HIGHEST RESALE VALUE—Official used car guide books show Rambler has the top resale value of all low-price cars month after month in every section of the country.

SINGLE UNIT CONSTRUCTION PROVED BY 20 YEARS—Only Rambler has twenty years' experience in building cars the modern way—with Single Unit Construction. Exclusive Deep-Dip Rustproofing means lasting protection against rust and corrosion.

Only Rambler Gives You the Best of Both:

- | | |
|----------------------------|---------------------------------------|
| 1 Big Car Room and Comfort | 2 Small Car Economy and Handling Ease |
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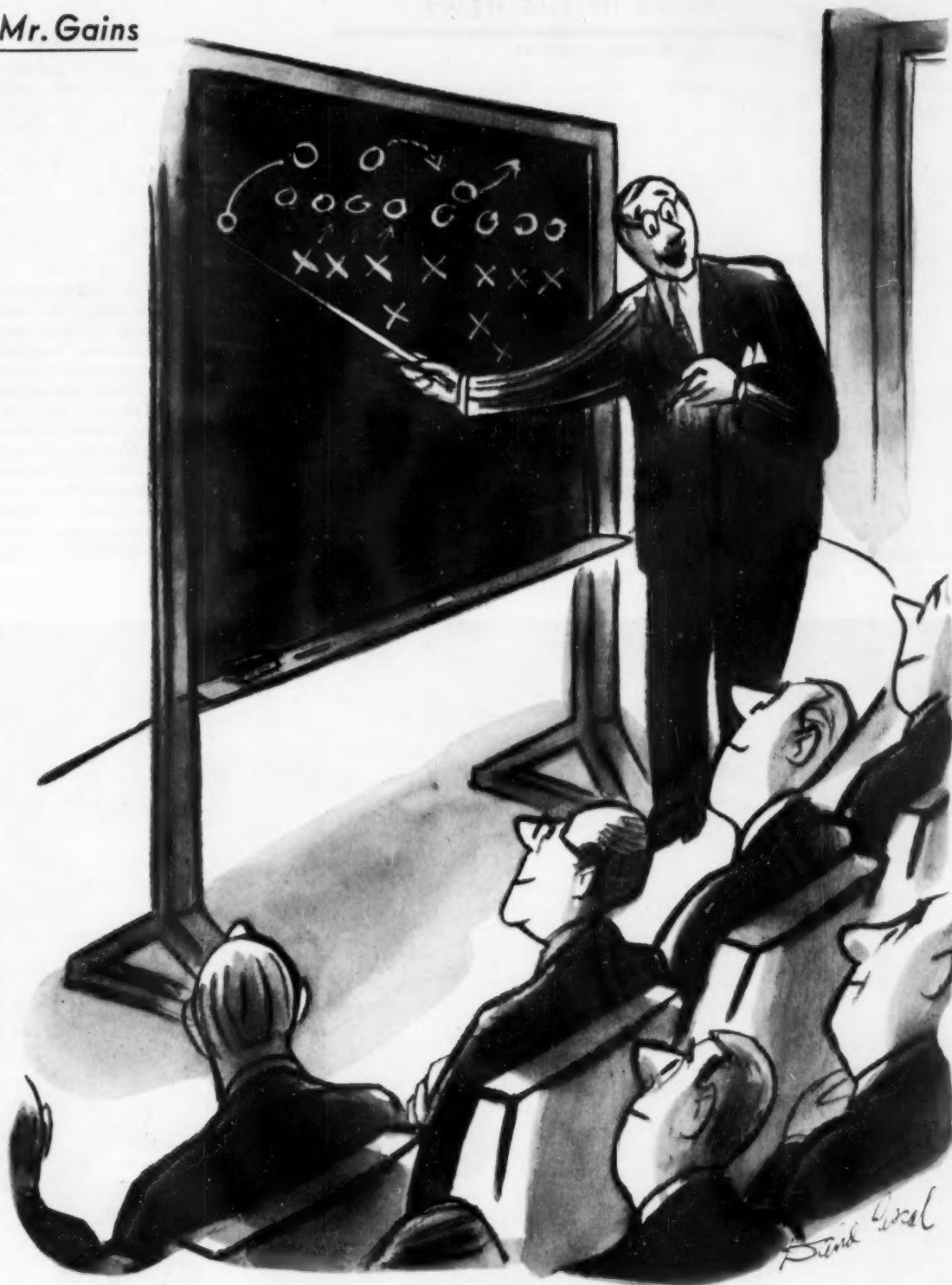
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If your firm leases fleet units, ask your leasing company for low Rambler rates or write us for the names of leasing companies with whom we have working arrangements for your convenience.

Mr. Gains



"Now, here's our new fall strategy. When Forbush gets the tip from Jenkins, he feints with an excuse of a previous luncheon, cuts around the competition's end with an act of inventory depletion, and scores a touchdown, with a larger order than anticipated for the extra point."

Dry Fork Boy Makes Good

There's an object lesson, for the boy who wants to make good in the tobacco business, in the career saga of **Francis G. Carter**: Arrange to be born in Dry Fork, Va. Carter, 47, the new president of R. J. Reynolds Tobacco Co., was born in the heart of the tobacco belt. Bill Carter ("Don't know where 'Bill' came from. People just started calling me that when I was a kid.") grew up in Dry Fork, went to grammar school in the Community of Red House, high school at Madisonville—places so small most Virginians don't even know precisely where they

are. When he was 22 he went to work for Reynolds, has never worked for anyone else. His rise has been by way of the sales ladder. First job: Trainee salesman in the Winston-Salem Division. Next came supervisory assignments. A baker's dozen years after he joined the company he was sent home to Virginia, as manager of the Richmond Department. But three years later back he went to Winston-Salem as assistant sales manager. He's been a v-p and director of the company since 1958, sales manager, too. Bowman Gray, whom he succeeds, is Reyn-

olds' new chairman . . . Bill Carter is a sturdy, rugged six-footer; no back slapping, effusive type. His gray hair and tailored business suits, coupled with his quiet manner, make people think he's older than he is. An active churchman (Presbyterian), he's the 1958 winner of the Winston-Salem Sales Executives Club's Distinguished Salesman's Award, has conducted seminars and workshops in New York and Atlanta for the American Management Association on sales problems. Hobby: blue marlin fishing at Cape Hatteras.



To Sell—Communicate!

Gordon N. Thayer, on paper and in person, seems an anachronism: Tall, with steel-gray hair and an air that breeds confidence, he looks like a Scotland Yard official. Read his personal fact sheet and he sounds like an intellectual communications research man. Actually he's the new v-p-marketing for American Telephone and Telegraph Co. But what his company needs most in this era of its fascinating new products, many of which are already finding their way to the marketplace (example: the Call Director telephone), is a marketing man with a broad background in communications and product development. He fits the bill admirably. Until recently he's been operating v-p of Ohio Bell Telephone Co., an A.T.&T. affiliate. That stint was valuable training for this new job. ("In Cleveland, unlike New York, I was intimately a part of the business community. Business heads called me for firsthand information. In

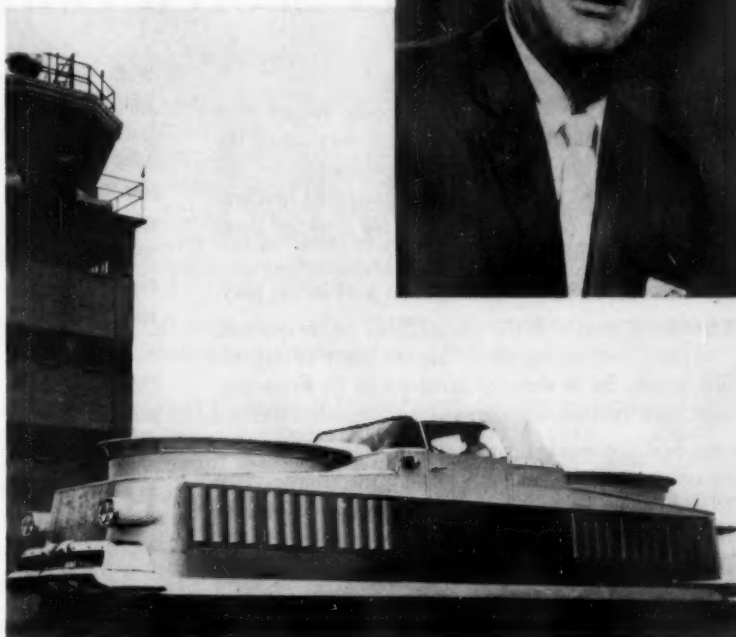
a real sense I was selling.") Thayer has always known what he wanted in a career. At 12 he was a ham radio enthusiast. Later he got his M.E. degree from Stevens Tech., then joined Bell Telephone Laboratories. For years he was concerned with the development of communications systems—cross-country radio relay, the Key West-Havana submarine cable, overseas radio projects. He was a telephone engineer for 27 years. To keep his engineering hand in he maintains a basement workshop in his New Jersey home. The Scotland Yard reference isn't too far off: He worked on the development of police mobile radio communications systems. For years A.T.&T. waited for customers to come to it: "Now we're reversing the formula; our salesmen will be ringing doorbells, doing home work on sales. With so many wonderful new products coming out of our labs so rapidly, we have to keep moving fast."

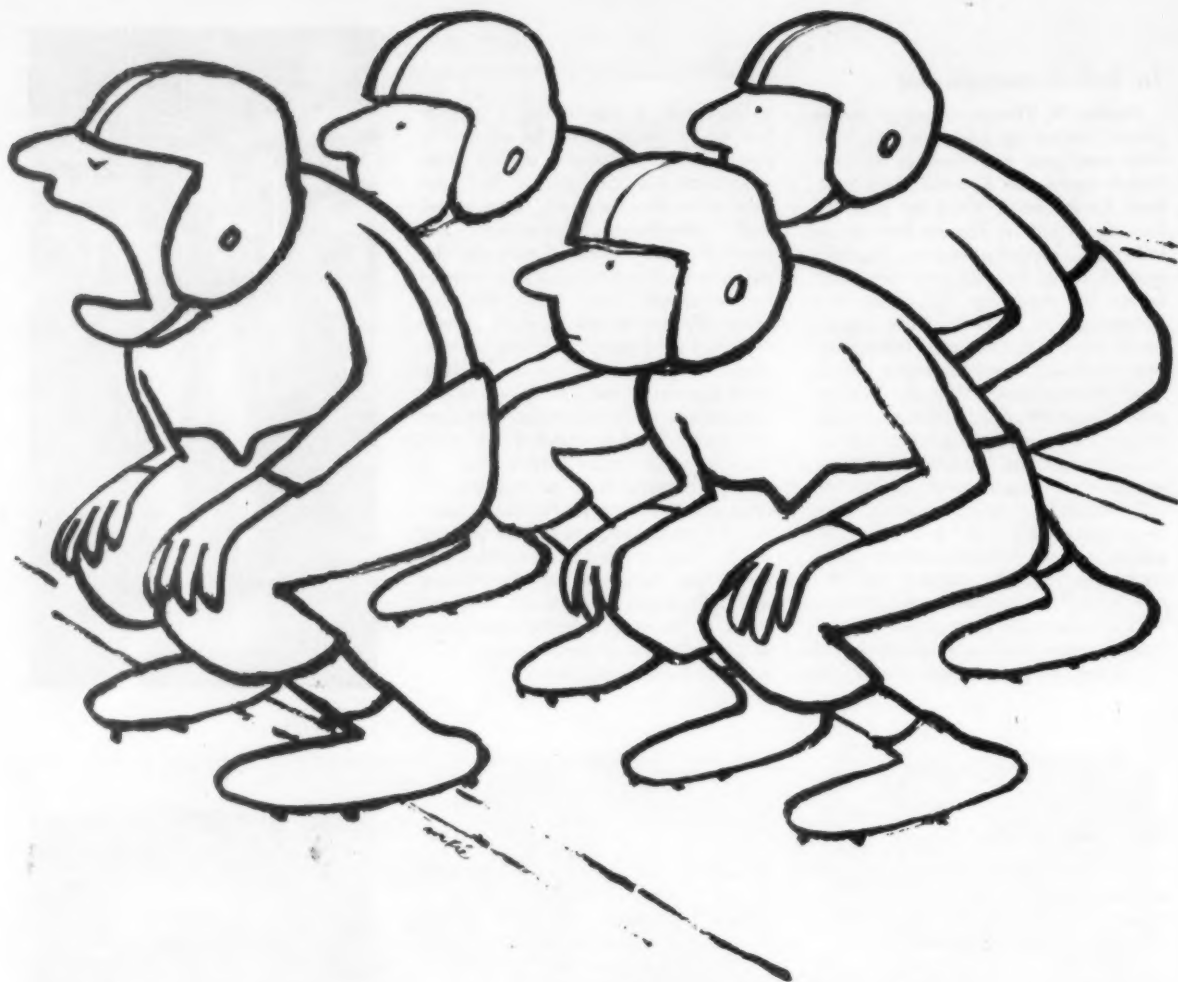


He's Selling Air Travel

The salesman of tomorrow may still be traveling by car—but it might be he won't need highways to do it! With the appointment of **Harold P. Valentine** as director of sales for Curtiss-Wright Corp. the first step in such a reversal has already been taken. For Valentine will organize and direct the sales activities of the revolutionary Curtiss-Wright Air-Car. It's the odd-looking vehicle you see pictured here. A 4-passenger, 300-horsepower machine, it travels over any unobstructed terrain—over water, swamp or mud, at a height of 6 to 12 inches! Prototypes of the Air-Bus and the Air-Car, for carrying passengers and freight, are in process. The man who'll guide its sales destinies brings to his new company affiliation a dowry of marketing experience. For the last three years he's been managing director of Ford International and previous to that he was general sales manager of the organization. He's also been v-p-wholesale operations in the U.S. and Canada for Mack Motor Trucks Corp. In his day he's served, in various sales capacities, Chrysler, Hudson and Packard. A Harvard man, he lives in Summit, N. J., with his wife and three daughters—each of whom, he says, wants an Air-Car for her personal transportation . . . At the moment Curtiss-Wright is restricting sales of

its new vehicles to qualified persons for off-highway use. But when it is widely enough known and people won't scream "the Martians have landed," when they meet one on the road, the market will open up.





Nobody ever scored calling signals...

Somebody's got to carry the ball.

In the great game of how you're going to get your product into a building, the architect may carry the ball. Sometimes the engineer, the contractor, or the client does. But all four get into the play—as blockers or pass receivers. And you won't get far if one of them misses his assignment.

Take the client, for example, and his part in the play. All buildings start with the client. Since he, in essence, is "buying" a building which his company or organization needs, he is directly involved in its financing, design, construction—or expansion and modernization.

As the building market continues to grow, so, too, will the number of building clients grow. And Architectural FORUM is the only magazine that has clients. In fact FORUM is the only magazine whose growth keeps pace with the building industry itself.

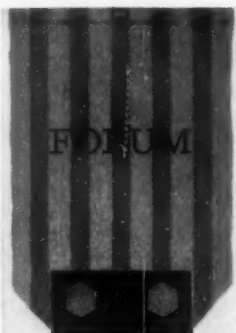
With the biggest circulation in the field—60,000—FORUM alone is edited for and read by the kind of building customers you must reach and influence. Just how important are they in building decisions? Here's one indication:

**Of FORUM's 21,000 client subscribers —
56% have applied information
from the editorial or advertising pages of FORUM
to a specific building job.***

*Only FORUM
scores
this way:*

FORUM

**delivers the entire
specifying and buying
power of the
building market.**



*Source: The new FORUM Census, "Portrait of the Building Client." Write for a copy, Architectural FORUM, 9 Rockefeller Plaza, New York 20, New York.

Meat Firms in Court

Midwestern meat packers are fighting the Government for freedom to take on other food lines, and to open corner butcher stores . . . but they're mum on their specific plans.

Swift, Armour and Cudahy are leading the attack. They're in federal courts trying to lift a 40-year-old consent decree. It limits their doing business in non-meat lines; it prohibits their owning and operating retail meat markets. Reason for the battle: Meat packers are caught in a cost-price squeeze with profits less than 1% on sales.

Industry insiders are puzzled. They tell us they haven't the slightest idea of what the three meat firms are up to. Armour declines to talk; Swift and Cudahy tell SM they just want freedom to produce any food line. Our guess: The meat packers may be stuck in court awhile, but their low profits give them a fair chance of winning. If they do, every food producer can regard them as potential competition.

Self-Service on the Rise

Self-service selling of men's apparel is no gimmick. If you sell anything in the apparel field, you'd better get in step with it. Today 50% of all retail sales of men's wear and sportswear are self-selected; by 1963, it'll jump to 80%, predicts Stanley Gillette, sales v-p of Phillips-Van Heusen.

What this means to apparel makers: Open selling with wire baskets hung on pegboards is out. You'll need to outfit retailers with self-service display racks—ones that are sturdy, attractive, adjustable to handle your lines plus others. Van Heusen spotted the need; designed handsome, open-selling units; is promoting them to retailers at low mass-production prices. In first two weeks, 150 were ordered.

Industrial Grapevine

The "industrial grapevine" is being promoted today by several large firms as an effective tool for salesmen. Riegel Textile even formulates it into a solid sales program aimed at drawing purchasing men more into the confidence of the salesman. Says a Riegel sales executive: "We're trying to convince buyers that they shouldn't overlook the grapevine as one of the most accurate and fruitful sources of information."

Expected results? Closer relationships with industrial purchasers on a firm business basis—often half the sales battle.

Other companies actively pushing this "come to the salesman for information" technique include Ralston-Purina and Stanley Works. A marketing executive at Ralston points out that this practice could also prove an effective means of quietly learning customer problems, because "the salesman becomes an answer man instead of a question man."

Checker Goes Big

Checker Motors thinks it's going to splash into the mass auto market. Its entry is the Superba, an 8-passenger "compact car," much like its big cabs.

Yet, odds are that Checker will scarcely make a ripple. Sales Manager Richard Hudson tells us that Checker's ad plans are "small"—no national campaign, only local. And Checker still needs many distributors and dealers. Foreign car agencies appear willing, but Checker seems to want some U.S. car dealers, apparently Rambler or Studebaker.

Many people wonder why Checker bothered. The answer: "Growing demand for a comfortable, functional, reasonably priced, big car (\$2,540)." Other reasons: Three-month strike this summer may have hurt sales; growing competition from Ford, Chevy, others, for Checker's bread-and-butter business—taxi fleets.

Lever Gets Hungry

With Lever Brothers getting a toe-hold in the growing convenience-foods market, the big question is: How far does the giant soapmaker plan to go in the food field?

Lever is tight-lipped . . . simply states that convenience foods are a growing business and wants to get a share of it. But Lever's acquisition of Dinner Ready Corp., maker of frozen meat specialties, is a venturesome step. Until now, Lever's only food products were a shortening, two margarines, and an aerosol dessert topping. Lever says Dinner Ready will not be integrated, will still sell through food brokers.

TV for Selling

Now you may be ready for closed-circuit TV—not just for sales meetings, but even for a rare plant-liquidation sale. In two recent TV auctions, more than \$1 million of equipment was sold. One was the disposal of an aircraft machinery plant owned by General Electric. The other, an auction of government surplus property, brought together 570 bidders in six cities. They paid out \$535,000—20% of original price (10 to 15% is typical).

Closed-circuit TV can now work an 8-hour day. The two auctions also proved this medium permits an active interchange of information among several audiences, rather than just a presentation to them. It can add new life to sales meetings or to big presentations to key industrial customers.

In Seconds It's Quality

Consumer emphasis is shifting in replacement markets—from price to quality. After living with a product for several years, the user knows what he wants in a replacement model. Among the sales and marketing executives spotting this trend—and emphasizing it in products and ads—are Whirlpool's Jack Sparks, Sunbeam's Clifford Mendler, Toro's Robert Gibson . . . More evidence of the quality shift: Norge boosted the warranty on its automatic clothes dryer from the industry norm of one year to an unprecedented five years.



Television is to read about

as well as to watch. The activity which fills more leisure hours than any other is important. People want authoritative, objective information to help them sift and weigh and choose among programs. They want to know more about television—its personalities and problems, the ins-and-outs of production, what to expect in time to come. Only one national magazine provides such coverage in depth—TV GUIDE. Because TV GUIDE serves so well in an area that interests people so much, it has achieved the greatest circulation in weekly magazine history—7,250,000 guaranteed. And more and more advertisers are discovering the remarkable responsiveness of its huge audience.





Spreading Out Development

FIVE

City Families' Expenditures More Than 10

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Set Record in '58

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IN BRIEF

Other Forecasts Sales Planning

Short May Focus in Market

Household Goods Showing Surges

Top Growth in Sales

and Sales Mgr.

Consumer Knows What He Wants, Industry Finds

RETAIL SALES PASS \$1 BILLION MARK IN 17th YEAR OF GROWTH

QUOTABILITY: *a measure of muscle*

Some magazines print news, others **make** it.

News-makers: **Sales Management's** piercing forecasts on industry overloads; monthly retail sales forecasts, highspotting top-producing cities; estimates of growth in population, sales, income; future sales ratings by industry. Business-page headline stuff in newspapers you read? Probably. Strong testimonial to the fact that business-bright newspaper editors look to **Sales Management** as an authoritative, newsworthy copy source.

Recognition of **Sales Management's** authority is implicit, also, in requests from national advertisers and their agencies for bales of reprints. Sample: "64% of Industrial Calls are on the Wrong Man" has pulled orders for more than 10,000 reprints. "How to Reach Minds and Hearts When You Talk to People" has logged 4,712 reprints. On and on. A company nationally known in the liquor field has just purchased 53,000 reprints of an article at a cost of nearly \$5,000. In 1959, **Sales Management** will have sold more than one-million pages of reprints.

Obviously, **Sales Management** strikes a live nerve, helping the nation's sales-minded executives solve problems of policy, operating procedure, manpower, media & market selection and numerous challenging functions.

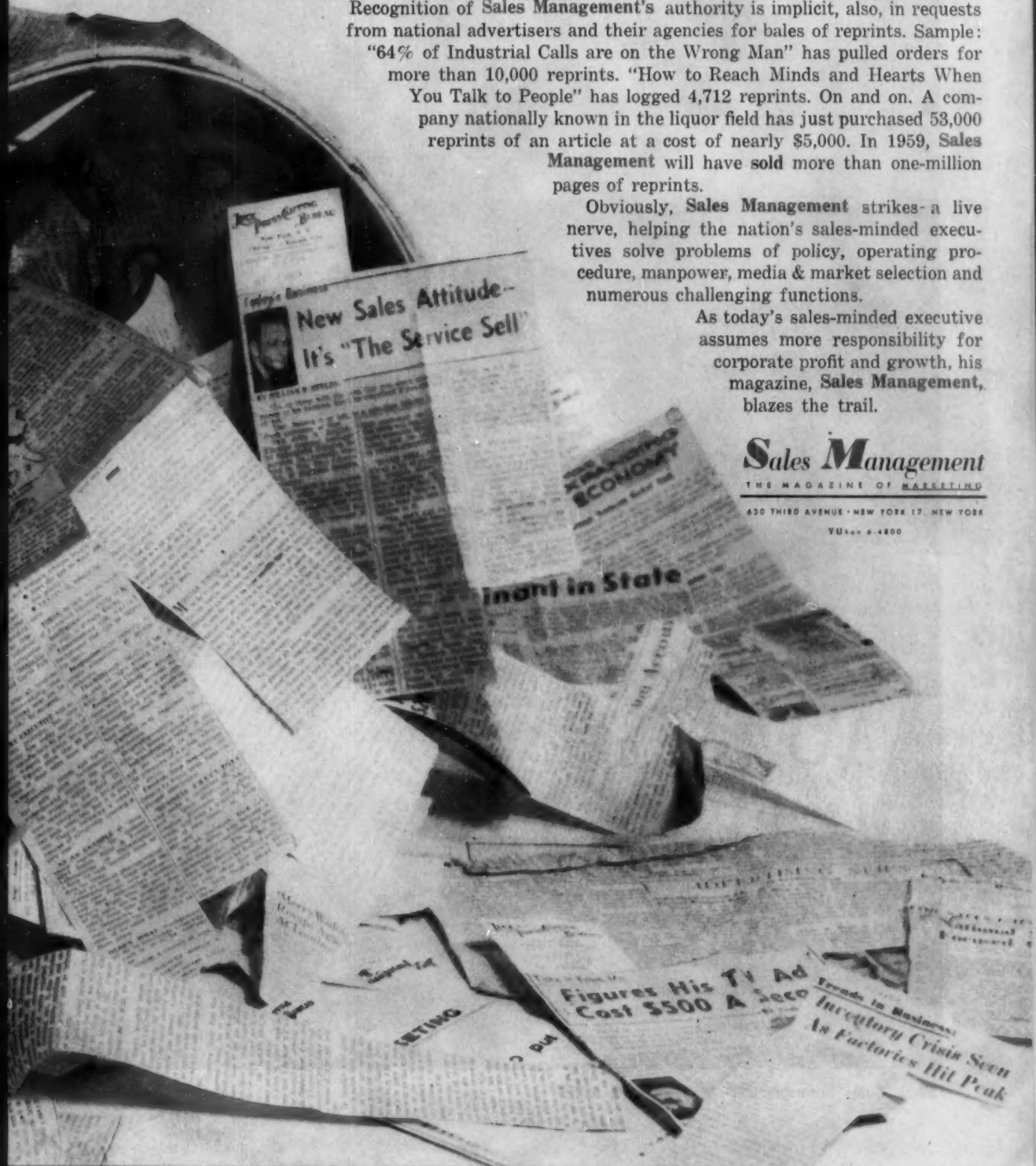
As today's sales-minded executive assumes more responsibility for corporate profit and growth, his magazine, **Sales Management**, blazes the trail.

Sales Management

THE MAGAZINE OF MARKETING

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EDWARD N. COLE

DYNAMARKETER

He Sells Rear-Engine Corvair To GM Brass and 7,300 Dealers

By LAWRENCE M. HUGHES
Senior Editor

"If you don't know, decide anyway . . . if you're wrong, you'll find out in a hell of a hurry—but if you don't make the decision, you'll never know."

Edward N. Cole, who said these words, will learn soon the results of his "radical" decision, called the Corvair.

A 50-year-old vice president of General Motors Corp., Cole for three years has been general manager of \$5-billion-a-year Chevrolet Motor Division. In this post, engineer Cole succeeded supersalesman Thomas H. Keating, who for seven years had kept Chevy out front in the eternal race, against Ford and all other comers, for annual leadership.

By a tiny margin, in the 1959 model year, Chevy still outsold Ford Division.

But the 1960 race is being complicated by several new, small, economy entries. Among them are the Ford Division's Falcon and Chevrolet's Corvair.

Ed Cole must now keep two lines ahead of those of James O. Wright, his alter ego in Ford Motor Co.

But whereas the new Fords and Falcons both have conventional (for American-made cars) front engines, the new Chevrolets are in front and the new Corvairs, not only in the rear, but made substantially of aluminum.

Competitors already have said a lot of dire things about Corvair's concept. Chevy publicists admit that the new car has "caused more excitement in automotive ranks than any development in 25 years."

For Corvair's first model year Cole is shooting for sales of 300,000 units. If he succeeds, this man—young among GM's 67 vice presidents, in age and years of service, and looking and acting younger still—may fill an even higher post. If he fails. . .

Ed Cole corrected me when I said (with memory of Richard E. Krafve of Ford Motor's Edsel still fresh in mind): "You might be taking the rap."

"Let's put it," replied he, "that I'm taking the responsibility."

Years before Cole's concept was on the market, he and associates were busy selling it.

"We had to sell the corporation's administration and engineering policy committees," he explains. "How did we do it? We took them for a ride in early prototypes."

The public first saw the car October 2. The 7,300

DYNAMARKETER dy'na•MAR'ket•er, n. [SM fr. Gr. dynis (power) & Eng. v. to market (to expose for sale in a market, to sell)] 1. One who, in an unusually powerful or dynamic manner, offers goods or services for trade or sale; esp. a leader, innovator, and creative personality. 2. A rare bird, dynis marketis. Usual habitat: Large metropolitan areas. Characteristics: Migrates everywhere, seldom for more than two days. Almost never sleeps, is highly competitive, and seldom remains stationary. Loves to plunge into tight places, usually emerges smiling. Call: Sales, sales, sales. 3. (Obs) A seller of dynas.

dealers (all of whom get Corvair as part of the Chevy franchise) had their first view of it at regional meetings in mid-September. At the time of my visit, Ed Cole had had time to hear from only a few of them. Their comments, generally, were favorable:

A southwestern dealer, 35 years with Chevy, wrote that "the Corvair will live up to its reputation of being 'a small car that had time to be built.'" He was "proud . . . to have a man with your foresight and courage spearheading Chevrolet's product development."

A northwestern dealer called Corvair "a dream car . . . engineered as a compact car should be." A southeastern dealer wired: "The Corvair is sensational," and a California dealer praised its "wonderful lines."

But even if it was successful, writers invited to Chevrolet Division's double-feature preview at Detroit wondered if the controversial Corvair would only steal the show—and a lot of sales—from the bigger, bread-and-butter standard Chevy.

Cole claims that Corvair "contains more major engineering achievements than any new model ever introduced by Chevrolet." (continued on next page)

SELL
a quarter of
a million big
consumers
of prestige
products
and
services

Doctors are a class
market by themselves ...
successful businessmen
... influential community
leaders ... sportsmen
... better home owners
... extensive travelers.
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are often made on the
quality products and
services they see
advertised in the
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New York 17, New York
1919 Wilshire Boulevard,
Los Angeles 57, California

EDWARD N. COLE (continued)

DYNAMARKETER

And he disputes charges that, with this car, Chevy has ventured into strange waters beyond its depth. He cites GM's 30-year experience abroad with such small cars as Opel, Vauxhall and Holden. For 15 years the corporation has studied and planned small cars for the U.S. One project, Chevrolet's own Cadet, Ed Cole explains, was cancelled in 1948—"even after tools and dies were started for it—because public demand at that time was insufficient."

Americans then wanted, he said, "larger and more luxurious automobiles."

In 1946, as Cadillac Division's chief engineer, Cole mounted a rear engine with rear drive on a regular Cadillac body and frame. "This convinced me," he says, "that a rear-engine car was feasible."

When he moved to the same position with Chevrolet in 1952, "We built our first experimental lightweight car to determine the most desirable weight distribution." After building and testing various types of experimental cars, "we were sure—by the spring of 1956—that the rear-engine, rear-drive combination offered the greatest compact-car advantages."

Yet nothing might have come from all this, if (1) the little imports had not started to multiply; (2) George Romney's Rambler and then Harold Churchill's Lark had not succeeded in swiping loyal customers from Jim Wright and Ed Cole, and (3) the 1957-58 recession had not, as Cole admits, made "economy once again a most important factor in new car buying."

► Cole & Co. set out to make and market a car with "just a little less of everything" than a standard Chevrolet. (When priced, the lowest-bracket Corvair's \$1,810, at factory, came to \$225 less than the lowest standard Chevy.)

Cole boasts of his little baby on many counts. A few of them are "handling and stability; traction in mud, snow or ice; favorable weight distribution [60% on the rear, and 40% on the front wheels]."

As compared with 20 pounds in the standard Chevy, Corvair is reported to contain 105 pounds of aluminum—85 of them in the engine. Reynolds Metals has found a cozy customer: From its new aluminum reduction

plant on the St. Lawrence Seaway at Massena, N. Y., it delivers molten metal to an adjoining new Chevrolet aluminum foundry.

In a sense Corvair seems all set to push standard Chevy further into the middle-price bracket. The present basic Corvair will lead to a line. The initial 4-door standard and de luxe sedans will be followed soon by a "sprightly and sporty" 2-door coupe which, Ed Cole expects, will have "as much impact on the compact-car field as the Chevrolet Impala did in its price class."

► But he is seeking sales records for all three lines. Of 1.8 million passenger cars to be sold by Chevrolet Division in the 1960 model year, 1.5 million would be standard Chevrolets—as compared with 1,480,000 in the 1959 year. Also, he would sell 365,000 Chevy trucks. This 2,165,000 total would exceed the division's own record of 2,066,377, made in 1955.

It seems doubtful, however, that Corvair or Falcon or Chrysler Corp.'s new small entry, Valiant, will be able to catch up with American Motors' Rambler—at least in their first year.

Ed Cole expects the imports, collectively, to make a "slight gain" in this new year, and the captive imports at least to "hold their own."

Most of this year's suffering may be done by the makers of the erstwhile middle-price-bracket cars.

Meanwhile, Cole seems not to suffer from his own newly split personality: "Both front-engine Chevrolet and rear-engine Corvair can be sold in one showroom. Each is the right type of design for a specific purpose. Corvair simply extends our overall product availability, and gives the customer a wider choice."

Chevy's chief has long felt close to Sales: "Engineers know that the dealers and their customers are our bosses."

At Cadillac (where all cars are made in one plant and all the hierarchy can sit together at one small luncheon table) engineer Cole was steadily exposed to Sales.

But at Chevrolet, Engineering is a dozen miles away at GM's Tech Center and Manufacturing is scattered among 34 plants across the U.S.

However, Cole does have monthly meetings with all his key people. One of them is K. E. Staley, who recently

succeeded William E. Fish, retired, as the division's general sales manager.

Dealers no longer are surprised at how much Cole knows about their problems . . . In three years he has met and talked with all 7,300 of them.

A typical Ed Cole day on the road may start with breakfast with Chevrolet's own field ("wholesale") people—during which they ask more questions than he. Later he sits down for lunch with dealers of the area. He arrives a half-hour early to meet them all. After his talk he exposes himself to their questions. ("If I don't know the answer," he explains, "I make sure I get the dealer's name and address, and send it to him.")

He realizes that "General Motors has grown largely on its ability to give dealers better protection and better support." And he is familiar with Chevy's own 25-year-old "Quality Dealer Program."

But his own relations program is broader.

► Recently, Chevrolet started an Owner Relations Department. "We're trying to strengthen owner loyalty," Cole points out, "to both our products and our dealers. Including truck owners, Chevrolet now has 16.8 million owners—3 million more than those of any other make. We've held owner loyalty better, too. But it's still only 65%. We're shooting for 90%."

The new department will seek owners' opinions on such factors as "manufacturing quality, dealers' services and the varied functional needs which the cars and trucks must serve."

A Forward Development Board, composed of dealers and Chevrolet sales people, will hold a meeting lasting, perhaps, a week. When that meeting is over, another board will be named, with new members from different parts of the country.

Chevrolet also plans small, informal meetings with owners in various areas, and will contact regularly by letter a panel of 1,000 or more selected owners.

Supporting Quality Dealers and Loyal Owners, Ed Cole seeks "Proud Workers."

He calls Chevy's new "pride of workmanship" program "the most thorough and extensive in the industry."

"Increasing specialization in all mass production has been accom-

panied by increasing slackness. We want to make every worker feel his responsibility for the finished product. We want to instill pride—and alertness and follow-through—in the foremen too [on Chevrolet Division's rolls are 100,000 workers and 18,000 supervisors]. One step in this program is a new Foreman's Handbook."

At odd moments Ed Cole undertakes his own "market research": Once when Chevrolet was studying the taxicab market, the General Manager called at the New York wholesale office and asked a startled staffer to go for a ride with him. The staffer recalls: "We spent most of the day riding in cabs, one after another. When Mr. Cole had pumped one driver dry, we'd get out and hail another cab."

Michigan-born Cole had his first brush with machinery as a teen-age tractor salesman. He would pull into a farmer's field and give an on-the-spot demonstration. Whatever the merits of the product, the lad's enthusiasm won customers.

His interest in becoming a lawyer ended when a summer job between terms at a Grand Rapids junior college turned him to automobiles—and engineering. Then he became a "co-op student" in GM's Institute at Flint, spending alternate months in a GM plant. There Cadillac found him and pulled him out before graduation to run a special engineering project. He has met and mastered a lot of "specials" since.

► When GM's President Harlow Curtice offered him the top spot at Chevrolet, Cole says, "I was undecided. I'd spent 17 years putting out fires. I'd enjoyed all of it, but it cut into my family life.

"It took me a whole week to decide."

He would not be known as "Mr. Chevrolet" or even "Mr. Corvair." He may be less dominating than such of his predecessors as William C. Durant, William S. Knudsen and M. E. Coyle. (He would not think of signing his own name to a Corvair ad.) Like Tom Keating, he enjoys working with, and through, people.

He hopes to "lead and inspire" his large and varied group.

"But," Ed Cole adds, "someone still must decide." ♦



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THE SCRATCH PAD



BY T. HARRY THOMPSON

And now in November, a nip in the air is as stimulating as a nip in the bottle. Cheaper, too, as the escrow files.

Televersion: The night has a thousand (private) eyes.

Half a loaf is better than full-time loafing.

Blaine Britton, management-surveys, Greenwich, sends a definition his family uses to describe a do-it-yourself blab-off — spot-remover: TV dial.

Got any gum, Chum? Americans chewed 250 million pounds of gum last year and paid \$306 million for it, says Industrial and Engineering Chemistry, quoted by Curtis News-Briefs. It tots up to 200 sticks for every man, woman, and child in the country.

Ann ("Schultz") Davis defines careless drivers as people who play the hearses.

Nice noodle-work by Dickie-Raymond, the direct mailers, for Pan American's overseas service: "Instant Europe."

Famous last words: "Unbreakable toy."

Any agency production man would know better than to surprint white letters on a halftone. But TV people do it with "credits" all the time.

An article in the Diners' Club Magazine tells me that "gin" is a diminutive of "Geneva," original name of this depth-charge. The British cut it down to size.

I think a nice market for blasting-powder may have blown up when it was learned that a bulldozer can chew a trench around a tree-stump or a big tree, then nose it over as gently as you would lay a turtle on its back.

The new flag stamp reminds me: Why doesn't the P.O. put a field of stars in the wavy cancellation mark to simulate a banner?

Denver's Welch, McKenna agency says you've got to repeat to move people to action. It has taken three years of strong promotion to get 44% of the people to ask for Salk shots.

And then there was the purist who called detective yarns "who-did-its."

A tip to free lances
Who'll try anything:
Your greeting-card chances
Are not worth the fling.

There is no art whereby to find the mind's construction in the face, Shakespeare said. So that bird you wouldn't hire because he looked like a square could have been an Einstein under the skull.

How can we persuade advertisers to write it "chaise longue" and not "chaise lounge"? Is this slip necessary?

Hugh Scott tells me what the cannibal said: "My wife makes wonderful soup, but I'm sure going to miss her."

Mark Twain knew how I felt about copy when he wrote, as quoted in "Sell": "The difference between the right word and the almost-right word is the difference between lightning and a lightning-bug."

Grim Reminders

In a musical comedy away back there, a song stopped the show: "Some Little Bug Is Going to Find You Some Day." It was funny, in a macabre sort of way, as witness these fragmentary lyrics: "The undertakers titter and the casket-makers nearly go insane."

When a boy or girl is old enough to know the score, it dawns upon young minds that you can't beat the rap.

However, I am of two minds when it comes to the plugs we get on some sustaining shows. One is that people fighting degenerative diseases are doing a selfless job and deserve national circulation of their aims and pet projects.

Another is that we are being grimly reminded of the little bugs that are going to find us some day.

Jerry Lewis steps out of his zany character and asks for help to fight muscular dystrophy. A faceless young woman tells us that every five minutes sees a new victim of tuberculosis, and that one of them dies every 40 minutes.

Another reminds us that 1 out of 4, a grisly 25% of us, is earmarked for cancer in some form or other. "Crippling arthritis" has its spokesman, and we shudder to hear that 54% of the deaths in 1956 were cardio-vascular. In other words, heart attacks.

Obviously, we can't put our heads in the sand, young or old; but the human brain is not built to function smoothly under the sword of Damocles.

Isn't there some way to get these important messages across without splattering them wall-to-wall in living-rooms?

T.H.T.

Greensboro-

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Greensboro News and Record

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Which Manufacturers NET Highest on Sales Volume?

In 1958 the 500 largest U.S. manufacturers earned a combined \$9.582 billion on \$177-billion volume. Whole-group profit-to-sales ratio averaged 5.4%. But 49 companies doubled—even quadrupled—this. Sales paid more in oils, drugs, building materials.

Some manufacturers managed to do well, even in recession 1958.

Profits of the largest manufacturers, in Fortune's annual listings, declined proportionately more than sales.

In 1957 the then 500 leaders reported combined after-tax net profits of \$11.657 billion, or more than 6.7% on their combined sales of \$188 billion.

In 1958 the 500 leaders earned \$9.582 billion, or a bit more than 5.4% on their \$177-billion sales volume.

But even in 1958, one-tenth of all these corporations—49 of them, to be exact—earned net profits of 10% or more.

Among the 49 were larger and smaller, well-known and less-known manufacturers.

► No. 1 in ratio was Amerada Petroleum, New York, which made 21.9% net profit on \$103,382,000 sales.

(Last year Amerada's sales declined \$13 million. Though it earned 25.7% in 1957, Amerada then ranked only second. Texas Gulf Sulphur came out first with 26.3%, on sales of \$66,884,000.

No. 2 in 1958 was Ideal Cement of Denver: 18.9% on \$91.5-million sales. (In 1957 Ideal earned 18.5% on \$78.2 million.)

The 209,419 stockholders of the DuPont company seem to get a "better living . . . through chemistry." Though its sales slipped \$135 million, to \$1.8 billion, and its ratio declined from 20.2 to 18.7%, DuPont continued to hold the No. 3 spot.

Among the 49 high-net corporations, 10 were in oil (where the depletion allowance may help); 10 were in drugs (and largely ethical drugs

and pharmaceuticals); 8 in building materials; 5 in mining; 4 in chemicals; 2 each in tobacco and chewing gum; and 8, miscellaneous.

Some of the "drug" companies are in "chemicals"—as are also some of the oil refiners—and many of the other companies get into various industries.

In approximate order of sales size, the high-ratio oil companies were: Gulf, Texaco, Standard (of California), Sunray, Ohio Oil, Skelly, Signal, Superior, Amerada and Champlin.

► The ten drug companies were: Pfizer; Merck; American Home (which also promotes a lot of other products); Gillette; Eli Lilly; Parke Davis; Upjohn; Smith, Klein & French; Abbott; and Schering.

Profits seem to stick to cement: Lone Star, Ideal, and Permanente were high-ratio operations. So, in "building materials," were Weyerhaeuser Timber, U. S. Gypsum, Corning Glass, Material Service of Chicago (recently merged with General Dynamics, New York), and Harbison-Walker Refractories.

Mining has its ups and downs. Some large steel companies last year, for example, went into the red. But Kennecott, Phelps Dodge, Peabody Coal, Hanna Mining, and Cleveland Cliffs Iron did nicely.

In addition to DuPont, the high-ratio "chemicals" were Eastman Kodak and 3 M Company (both of which apply chemistry to sales in many directions), and Chemstrand.

R. J. Reynolds Tobacco earned 12.2% on \$641-million sales, and P. Lorillard 10.0% on \$271-million sales—not including excise taxes. And two other vigorous advertisers—Wrigley

and American Chicle—gave stockholders, respectively, 11.2% and 13.1% to chew on.

In the "miscellaneous" group were fast-growing IBM (10.8% on \$1.1-billion sales), Ingersoll-Rand, Union Bag-Camp Paper, Champion Spark Plug, United Shoe Machinery, Chicago Pneumatic Tool, Tennessee Corp. and Polaroid.

The 49 high-profit ratios were sprinkled among all sales-volume levels. Five of them, for example (Gulf, Texaco, DuPont, Standard of Cal. and IBM) were sales billionaires. Two—Eastman and Reynolds Tobacco—were among the 39 companies with \$500-million to \$1-billion volume. Five were in the \$350-\$500-million bracket; seven between \$200 and \$350 million; 14 between \$100 and \$200 million, and 16 in the bottom 156 on the 500 leaders' list—selling from \$61.7 to \$100 million.

► Among industries absent from the high-ratio list is food. Here 6.8% (Campbell Soup and Corn Products) was exceptional. Some big factors (General Mills, Pillsbury, Standard Brands, Ralston Purina, National Dairy, Borden, and others) settled for less than half that much, and Swift and Armour made out on .4% and .3%.

But even these ratios were good—compared with those of the 16 among the 500 largest manufacturers whose reports for 1958 were dipped or drenched in red ink.

The "reds" included companies in the automotive and aviation industries, oil, steel, machinery, publishing, business equipment. With one big exception—Chrysler—all had sales of less than \$210 million. ♦



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GE Plans for the Big Boom in Marketing

One of the most successful marketing organizations in the world is General Electric, a company with 14,000 marketers—about 27% of its salaried employees.

To keep pace with the explosive growth in business predicted for the coming decade and the increasingly important role of marketing in this growth—GE sees a sharp rise in its need for the most important marketing resource: People. A recent inventory of manpower plans shows GE's marketing force could reach a total of 18,400 by 1964, up 4,400 from the present level. On top of this, GE will probably hire 4,000 marketing people to make up for normal attrition over the next five years. Total manpower need, then, may be 8,400

new marketers by 1964 (60% of GE's present force).

To supply its marketing manpower needs, GE recruits business-experienced people as well as new college graduates. Most recruiting is done locally by the individual GE businesses, either in plant communities or at sales and service points. This year GE also visited the colleges and hired for three companywide training programs: about 200 engineering graduates for its Technical Marketing Program; 50 non-technical graduates for its Advertising & Public Relations Program; and 40 graduates with a master's degree in business administration for the relatively small—yet important and outstanding—Marketing Training Program described on these pages.

How GE Finds Top Marketing Recruits

Here is the story of one of the more ambitious recruiting programs in marketing—how GE finds and hires, each year, a small corps of outstanding marketing prospects from top schools of business.

Based on an interview with
JOHN A. SPENCER
Manager, Marketing Personnel Development Service
General Electric Co., New York

One of the more ambitious recruiting programs in marketing is now being conducted by General Electric Co.

For GE, a vast organization with sales of more than \$4 billion a year in some 200,000 products, a tremendous recruiting program, carried on through the conventional channels, is necessary just to supply basic marketing manpower (see box above). In addition the company conducts a unique Marketing Training Program aimed at recruiting and developing a small corps of outstanding marketing men.

For this program, GE hires each year about 40 to 50 bright, highly motivated young men who are about

to get a master's degree from a leading graduate school of business administration. These recruits, who have bachelors' degrees in engineering, marketing, business or liberal arts, are then put through the year-long Marketing Training Program.

The men are excellent marketing prospects—young, ranging from 23 to 30 years of age, yet with a mature interest in marketing. Besides a 2-degree education, many have some business experience. Most of them are married; all have discharged their military obligation.

Yet GE makes it quite clear that these men are not earmarked for man-

agers' jobs; that they are entering a training program in marketing—not management.

The program, started in 1952, has produced good results. As one measure, of the 233 graduates, 76% are still with GE, working in every phase of marketing. They are assigned to many of the 100-plus product departments, each a fully integrated business unit, in GE's decentralized operations. As yet, none has become the marketing manager of a GE product department—a job equivalent to that of vice president of marketing in many companies. Although it will take years to make a full evaluation of the pro-

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GE's Marketing Class of '54— Who They Were . . . Where They Are Today

In 1953, General Electric hired 43 young men who were soon to graduate from some of the top schools in the country with a master's degree in business administration. All had majored in marketing; all would enter GE's one-year Marketing Training Program.

Who They Were . . . Two-thirds of the newly hired trainees were married; 60% of the married men had children. Average age was 26.4 years; 87% were veterans; 24% had technical undergraduate degrees (GE now aims at 50%). Average starting pay: \$5,300 a year.

Where They Are Today . . . 28 of the 40 men who completed the training program as the Class of '54 are still with GE. Average salary today: \$10,000 a year.

Of the survivors, 46% are now in sales, 26% in marketing research, 13% in marketing administration, 6% in advertising and sales promotion, and 3% in product planning. Having left marketing, but still with GE, 3% are in engineering and 3% in manufacturing.

Productwise, 39% of the Class of '54 are in consumer products; 29% in apparatus and industrial products; 25% in electronic, atomic and defense systems; and 7% with International General Electric.

gram, GE is well pleased with this infant project.

Each year GE carefully selects a number of graduate schools of business administration that produce enough graduates to justify a recruiting visit. In choosing the schools, GE takes a critical view of the faculty, looking for professors who teach creative marketing. The company studies the entire curriculum; measures the breadth of courses in the marketing area; looks for indications that the overall curriculum, and particularly the marketing courses, are being continually evaluated and improved.

Next spring, a 2-man recruiting team will visit graduate schools of business administration at 19 universities: California, Carnegie Tech, Chicago, Columbia, Cornell, Dartmouth, Harvard, Indiana, Michigan, Michigan State, M.I.T., Northwestern, Ohio State, Pennsylvania, Purdue, Stanford, U.C.L.A., Virginia and Wisconsin.

Five of these schools were added to the recruiting schedule this year. One turns out a fairly small number of graduates (40), but its high caliber of instruction in marketing rates it as a "junior Harvard." Other colleges added are not typified as marketing schools, but made GE's list because they offer advanced work in data processing and other new techniques employed in marketing automation.

About a year in advance, GE con-

tacts the placement director at each college to arrange a one- or two-day recruiting visit. On the day of the interview, the placement director supplies the names of interested students. Generally, GE knows little about the interviewees in advance, although some colleges will furnish copies of students' resumes prior to the interview.

GE tries to arrange a 30-minute interview with each man, but some colleges prefer 20 minutes. After the talks, GE seeks recommendations on interested candidates from the placement director and the students' professors.

If an interviewee is interested in GE, he is asked to write a 400- to 500-word autobiography. This reveals a great deal about the man—what motivates him, what he has learned, what is important to him. GE prefers the autobiography technique to psychological or aptitude tests, although the company is taking a look at such tests in its search for better recruiting tools.

GE does not always have a second interview with an interested prospect. At colleges on the Pacific Coast, where distance often prevents a second talk with the original interviewer, the applicant is put in touch with a program graduate located in the area.

After passing on an applicant, GE makes him a flat offer that is generally consistent with other large-com-



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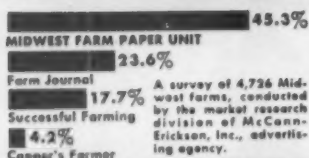


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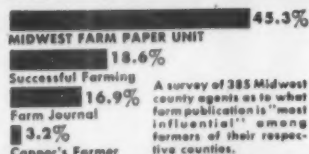


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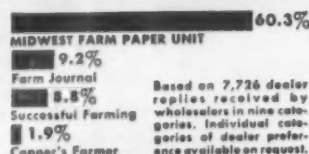
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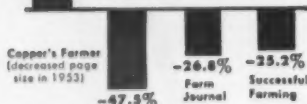
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General Electric's 14,000 marketers are the concern of John A. Spencer. As manager of Marketing Personnel Development Service at GE's corporate headquarters, Spencer works with GE's operating departments on their marketing manpower planning and development. His staff plans and conducts many recruiting and training programs at all levels; maintains a continuing inventory of professional marketers to fill specific positions; and generally advises operating departments on hiring, training, etc. Jack Spencer, with GE almost 30 years, has served in advertising, sales, employee relations; and as sales manager and v-p for General Electric Credit Corp.



John A. Spencer

pany programs. Under no conditions does GE negotiate the offer, which is competitive but not the highest on the market. A small company that needs only a few men can sometimes visit the colleges prepared to buy the best talent available, but most large firms such as GE must gear their recruiting offers to the existing salary scale within the company.

The procedure outlined above is merely GE's physical process of recruiting. The real science of interviewing, however, is vastly more complicated. In evaluating young college graduates as potential marketing employees, GE analyzes three parts of the man: the impression he creates; what his record indicates he can do; and what a probing into his mind and spirit indicates he will do.

One by one, this is what GE looks for in a marketing man.

• Impression criteria are important—but not all-important. They are obvious:

1. Appearance — neat, clean-cut, healthy.
2. Dress — conservative, in good taste.
3. Demeanor — confident, alert, enthusiastic, straightforward sense of humor.
4. Attitude — friendly and sincere in a businesslike way.
5. Voice and speech — well-modulated voice, tells his story succinctly, talks to express not to impress, knows how to listen.

• "Can do" criteria usually show up in the applicant's resume, application form, autobiography and reference checks. These include:

1. Grades—upper quarter of class, particularly at graduate school. The man should show good common sense; indicate an ability to think creatively, constructively and clearly; meet each challenge with a creative response; deal with abstract ideas as well as concrete situations.

2. Curriculum—a tendency to take more difficult, advanced courses; balance between technique and theory in his curriculum.

3. Extra-curricular activities — not the number of organizations to which he belonged, but what he contributed and derived from membership; in offices the candidate held, an indication of interest in people; his ability to obtain voluntary cooperation.

4. Related work experience — part-time and summer jobs should give some clue to his future career interests, such as selling, advertising, market research.

5. Career goals—should indicate a genuine interest in marketing and the reasons for having this interest.

With many other companies, the interview stops here. Although the interview obviously can clarify and add information on the "can do" criteria, GE concentrates on delving into the applicant's "will do" motivations, tem-

perament and interests. These are the most important criteria in selecting a marketing recruit, yet the most difficult to find and measure.

Basically, the GE interviewer searches for the presence—or absence—of certain traits required for a successful marketing man. These traits are seldom observed directly, but must be inferred from evidence uncovered in the interview. Success in assessing the applicant's "will do" characteristics depends largely on the interviewer's ability to recognize and interpret the evidence as it appears.

• The "will do" characteristics GE looks for in its marketing recruits include:

1. **Character—Integrity**—believes in doing right, not out of expediency, but out of principle; means what he says . . . **Self-reliance**—has free-enterprise spirit of doing things for himself instead of depending on others . . . **Loyalty**—puts interests of others and, when needed, of the company, above his own . . . **Idealism**—serious of purpose; wants to do the best possible job . . . **Devout belief**—has faith in God, which sect is unimportant . . . **Principles**—takes a stand on issues; not a hedger.

2. **Motivation—Drive**—knows the value of hard work, not an angle man; pleasantly aggressive; possesses ample horsepower, but also a range of gears, including neutral, for using his power at the proper time; has compulsion to move forward . . . **Perseverance**—has the capacity to persist in seeing a task to completion despite difficulties and opposition . . . **Sense of responsibility**—has the ability to initiate action and, with little supervision, to motivate others in their contribution to the work of the group.

3. **Ability to get along with others—Likes people**—makes friends fast; has the ability to pull up roots promptly, then plant them again without delay; would get along well with people of all stature in all positions in an organization; as a salesman, would make progress on his first call . . . **Cooperation**—is willing to go an extra mile with others to help achieve mutual goals . . . **Constructive attitude**—has an optimistic approach toward different kinds of work, types of people and work situations . . . **Maturity**—stable where stability is needed but not inflexible or reactionary; possesses judgment enabling him to appraise a situation, make up his own mind based on experience, and then translate decisions into action.

In analyzing a prospect, the re-

The man from Cunningham & Walsh



How is the building supply business changing? What effect will these changes have on selling policies of manufacturers? Gray Berry, a C&W senior copywriter, has learned some of the answers. By working on the spot, the men from Cunningham & Walsh are gathering a vast store of up-to-the-minute facts on American marketing tactics. Your product is the beneficiary of this advertising knowledge when you are served by Cunningham & Walsh Inc. Offices located in: New York, Chicago, Detroit, Los Angeles, San Francisco.

SERVICE

is why America's
top companies meet at

Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

ALBANY, N. Y.
The Manger
DeWitt Clinton

CHARLOTTE, N. C.
The Manger Motor Inn
(Opening early 1960)

CLEVELAND
The Manger

GRAND RAPIDS, MICH.
The Manger

NEW YORK CITY
The Manger Vanderbilt
The Manger Windsor

ROCHESTER, N. Y.
The Manger

SAVANNAH
The Manger
The Manger Towne &
Country Motor Lodge

WASHINGTON, D. C.
The Manger Annapolis
The Manger Hamilton
The Manger Hay-Adams

Convention Department, Manger Hotels
4 Park Avenue, New York, N. Y. (Dept. B-11)

Please send me full information about Manger
Hotels meeting and convention facilities.

Name _____
Company _____
Title _____
Address _____
City _____ Zone _____ State _____

cruiter constantly sizes him up as to whether he "will fit into GE's dynamic growth plans." This one determinant underlies all of GE's impression, "can do" and "will do" criteria. At GE, "some guys just don't fit; they'll be DP's — displaced personalities." Generally, the man who can fit into GE can fit into many a successful marketing team.

GE recruiters measure the applicant's interest in the company. Has he read the company literature supplied in advance of the interview? What does he know about GE? If the student is interested, he is encouraged

to get together with a recent college graduate currently on the marketing training program.

Over the years GE, like other companies, has established one excellent source of obtaining reliable information and recommendations on its college student prospects — the college professor. At almost every college visited, the company has an acquaintance with at least one marketing professor. This man can be counted on to give GE honest evaluations of the students. He can tell whether a student, who may look good on paper or in an interview, actually performed in

class to the best of his ability. He can comment reliably on the applicant's "can do" and "will do" capabilities. In turn, students often question these pros about prospects at GE.

GE has built these close relationships with marketing professors mainly through a series of Advanced Marketing Management Seminars. About 35 to 40 leading marketing professors have participated in these 4-week sessions, which are held five times a year for GE marketing men.

This elaborate system of recruiting turns up many outstanding candidates. Quite often, it is up to the interviewer to sell the student on GE. The GE sales talk is that the company is offering the recruit the opportunity to join one of the most successful marketing organizations in the world.

Above that, GE tells the applicant, he has the opportunity to enter its marketing training program — a one-year job search for the position of his choice within more than 100 product-departments. At the same time, he is able to contribute something as a marketing specialist in his on-the-job training at several of these departments.

► The program takes the recruit on six 8-week assignments to different job functions in various product areas. GE makes the first four assignments arbitrarily to cover a wide range of products and job functions. The trainee can pick his final two posts. This allows him to narrow his interests and prepare for a final decision on his first job after graduation from the program.

Early in his career, GE strongly encourages the graduate of the program to get some selling experience, regardless of his ultimate ambitions. The company believes that sales experience is an important asset for every man in marketing.

The entire recruitment and administration of the Marketing Training Program is entrusted to two men — James R. Squires, who manages the program; and George W. Keddy, a graduate of the program, who administers it. They are competent, well-trained marketing men who go to the campus armed with an understanding of the qualifications that an applicant must offer to fill these marketing positions.

The recruiters do not oversell the opportunities available, nor do they apologize for what they have to offer. Yet, the opportunity is certainly there — in a vastly successful company with 14,000 marketers, and the possible need for another 8,400 in the next five years. ♦

J.P.

"NEXT TIME I'LL BUY
THE TRADE GOODS."



...today,

ENGINEERS make the buying decisions!

You can influence the buying decisions of 195,000 engineers by advertising in these Engineering Society Publications:

MINING ENGINEERING
CHEMICAL ENGINEERING PROGRESS
CIVIL ENGINEERING
ELECTRICAL ENGINEERING
JOURNAL OF METALS
MECHANICAL ENGINEERING
MECHANICAL CATALOG

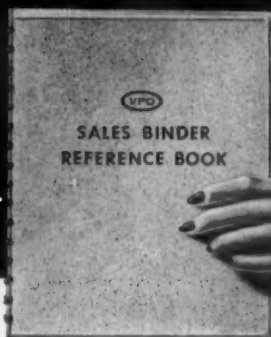
84 Reasons to Advertise

Objectives in advertising should be specific. An ad should achieve an exact aim calculated to perform a part of the total marketing function. These aims should be established well in advance. Here is a check list of advertising objectives for marketers.

1. Produce leads
2. Produce direct sales
3. Serve as door-opener for salesmen
4. Serve, in reprint form, as mailing pieces, in salesmen's presentations, etc.
5. Establish new outlets
6. Enter new markets or territories
7. Improve reorders
8. Attract new users
9. Stress new uses, applications
10. Reach new prospects
11. Reach hard-to-see prospects
12. Reach "influentials"
13. Keep in touch with customers between salesmen's calls
14. Go directly to top management without disrupting relations with other executives
15. Bring traffic into stores
16. Get stores to order and promote by listing store names in ad
17. Keep present dealers sold on your brand
18. Increase turnover
19. Promote use during slow seasons
20. Keep company name in buyers' minds
21. Level out production peaks and valleys
22. Make end-users recognize or demand your component, ingredient, process
23. Switch to or add new channels of distribution
24. Promote multiple-unit sales
25. Promote entire line
26. Build sales of related items
27. Trade the consumer up to your product
28. Promote demonstration or free trial
29. Resell lost customers
30. Discourage competitive inroads
31. Appeal to competitors' customers
32. Increase use of product
33. Create new buying habits
34. Promote early buying
35. Test pulling power of a publication or medium
36. Attract salesmen, employees
37. Educate prospects on need for product
38. Educate prospects on benefits and features of product
39. Offer samples
40. Publicize premium or special offer
41. List technical specifications
42. Stimulate word-of-mouth advertising
43. Improve relationships with dealers, distributors
44. Inform dealers and others about forthcoming advertising and promotion campaigns
45. Stimulate window and interior displays
46. Establish prestige and leadership
47. Remove prejudices
48. Become known as source of important information

(continued on page 74)

IF YOU NOW
(or ever will) BUY
SALES PRESENTATION
BINDERS



... we'll give you this
invaluable

**VPD SALES BINDER
REFERENCE BOOK**

FREE

Describes, illustrates and gives prices of over 45 different styles (in many sizes and colors) of ready-made VPD SALES BINDERS.

HELPS YOU TO:

**CUT BINDER COSTS
DRASTICALLY** — ready-made VPD BINDERS are far less expensive than custom-made jobs.

DEVELOP PRESENTATIONS FASTER, MORE EASILY — you can select a style and size (7 x 5 up to 24 x 18) from over 400 different "in stock" VPD binders immediately and tailor presentation material to it.

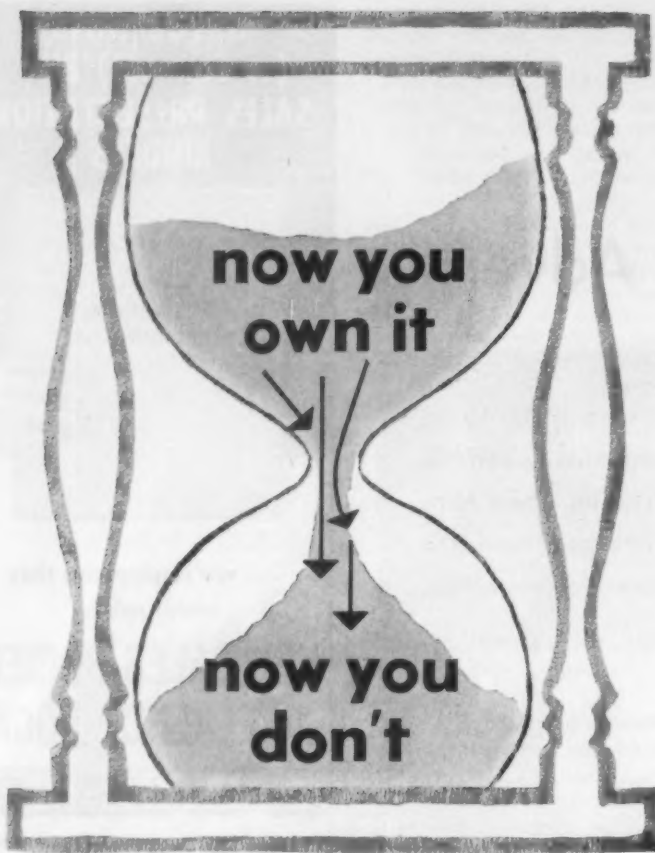
ELIMINATE WORK, HEADACHES — no nuisance of "working out" a binder, no time wasted explaining specifications, approving samples. Just look thru VPD REFERENCE BOOK and select.

MEET DEADLINES EASILY — all VPD BINDERS are ready for immediate delivery from your stationer.

**WRITE NOW FOR YOUR
FREE COPY OF THE #10
VPD BINDER REFERENCE BOOK**

to: JOSHUA MEIER COMPANY, INC.
601 West 26th Street, New York 1, N. Y.
manufacturers of sales binders since 1933





**a strong sales force...plus
American Credit Insurance
...equals greater profit**

Your company's sales progress is at stake when your merchandise changes hands. That's when American Credit Insurance, by protecting accounts receivable, contributes to continued sales growth. It also facilitates approval of larger lines of credit... minimizes over-caution by management which can restrict sales activity... promotes greater harmony between sales and credit departments. You've spent about 7% to get the order and ship it. Why not add 1/10 of 1% to guarantee payment?

SEND FOR BOOKLET on the sales advantages of modern credit insurance, or contact our sales representative nearest you. AMERICAN CREDIT INDEMNITY COMPANY of New York... Dept. 59, 300 St. Paul Place, Baltimore 2, Md.



**Generate better sales planning by protecting
your investment in accounts receivable**

**with American
Credit Insurance**

ANY ACCOUNT...NO MATTER HOW GOOD...IS BETTER WITH ACI

49. Prevent substitution of other product or brand
50. Create corporate image
51. Describe your plant, steps in manufacturing
52. Increase customer good will
53. Secure professional acceptance from doctors, etc.
54. Create brand image—build brand name
55. Protect trademark, patents, copyright
56. Enhance product distinctiveness
57. Reduce employee turnover
58. Increase employee loyalty, pride
59. Improve relations with community
60. Assist in management-labor disputes
61. Cut operating costs
62. Introduce new company, product or service
63. Impress present stockholders
64. Attract new stockholders
65. Influence the financial community
66. Assure proper use
67. Date present model, style, method, in order to sell the new
68. Exploit favorable publicity
69. Stress competitive advantages
70. Conduct research on customers, product, needs, etc.
71. Discourage new manufacturers from entering the field
72. Exploit the special advantages or appeal of a medium, like split-runs in newspapers, or spot TV
73. Publicize research findings
74. Describe price, terms
75. Stimulate requests for additional information
76. Solicit requests for name of nearest dealer
77. Offer sales promotion materials to dealers
78. Stimulate cooperative advertising
79. Publicize company policy
80. Increase distribution of your catalog
81. Tell your own success story, case histories of successful use of product
82. Promote individuals within your company — president, sales manager, etc.
83. Deliver institutional message
84. Build audience for your radio or TV program

Source: Larry Schwartz
President
The Wexton Co.

-SM MARKETS TO WATCH

This feature is supplementary to **High Spot Cities**, SM's regular monthly projections of retail sales in 281 cities. See page 92.

SAN JOSE, CAL., is emerging among the three best markets of the Pacific region as shown of late in our High Spot Cities reports. A recent boom in population, industrial expansion and marketing finds it squarely in the path of progress southward from San Francisco—and obviously ready for it. Here are some statistics which reflect this strategic position: Employment in 1958 was 60% over 1950 and running very much higher in 1959—which means new industry. Population in 1959 at midyear was 116% over the 1950 Census. Bank deposits in eight years have jumped 129%. Among the best judges of markets to watch are department store executives who have intimate knowledge from studies on the ground. In San Jose, their big, new installations are responsible this year for a monthly department-store index running better than 300, on the 1947 base of 100, against an all-California index fluctuating around 165.

HEAVY CONSTRUCTION: With 200-million U.S. population around the corner, heavy investment in pub-

lic construction, combined with an increase in residential apartment construction, gives heavy construction an estimated 71% share of the \$52.2-billion new-construction market—more than \$37 billion in new heavy construction in 1959. The prediction is that equipment sales to the industry will spiral. Just a few examples: Highway construction up 12%—to \$6 billion . . . School construction up \$155 million—to \$3.6 billion . . . Public housing up \$295 million—to \$1.13 billion.

THE NEGRO MARKET: America's nearly 19 million Negroes are moving up the income ladder, with an income which is estimated to be \$18 billion or more. They are large consumers of most essentials and many of the luxuries of leisure living. According to a recent study, almost 49% of Negro families in these 14 major markets began 1959 better off than they were last year: Detroit, Cleveland, Chicago, St. Louis, Boston, New York, Philadelphia, Baltimore, Washington, D. C., Atlanta, New Orleans, Houston, Los Angeles, San Francisco. Over 47%

of the Negroes better off attribute their improved financial status to an increased income, followed by 12% who report both an increase in income and reduced obligations. Overall, about 1 out of 3 families in these 14 major city markets report plans to spend generally more in 1960. Of these families, 46.5% will buy durables and housing; 25.3% will do more general spending to improve their standard of living.

NEW JOBS: Ten million more jobs are forecast by 1965, according to the Labor Department's chief of manpower and employment, Dr. Seymour L. Wolfbein. They will be available in factories, trades, services, professions and other fields. They will be filled by women, people over 40, and school graduates in the 14-24-year age bracket. If population continues to increase as it has in the past, there will be 25 million more people by the mid-1960's than there were in the mid-1950's. This population spiral will generate rising demands for housing, highways, factories and a wide range of goods and services. If our production efficiency continues to climb at the speed it has been climbing up to now, we will be turning out at least 50% more goods and services in the mid-1960's than we did in the mid-1950's.

30 Best Markets For December

(Top three cities in each of 10 regions)

The following cities have a common denominator. They are expected to exhibit retail sales leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales next month are forecast to lead the nation by 6.9%. Canadian figures are compared with U.S.

New England

Salem, Mass.	116.5
Woonsocket, R. I.	109.6
Pittsfield, Mass.	107.3

East South Central

Chattanooga, Tenn.	104.7
Mobile, Ala.	103.2
Lexington, Ky.	102.5

South Atlantic

Orlando, Fla.	112.7
Washington, D. C.	110.5
Winston-Salem, N. C.	108.2

Middle Atlantic

Philadelphia, Pa.	108.5
Hempstead Township, N. Y.	108.1
Norristown, Pa.	107.1

East North Central

Kenosha, Wis.	118.4
Flint, Mich.	114.7
Gary, Ind.	107.7

West North Central

Rapid City, S. D.	110.1
Sioux Falls, S. D.	103.1
Springfield, Mo.	100.9

Pacific

Santa Ana, Cal.	121.9
San Diego, Cal.	115.1
San Jose, Cal.	114.6

West South Central

Amarillo, Tex.	108.1
Lubbock, Tex.	107.4
Wichita Falls, Tex.	106.1

Mountain

Cheyenne, Wyo.	114.3
Albuquerque, N. M.	107.9
Reno, Nev.	106.9

Canada

St. John, N. B.	113.9
Hamilton, Ont.	108.5
London, Ont.	108.3

Busch Bavarian Brewing for a Brawl

Not content with being No. 1 among brewers, Anheuser-Busch is all set to drown the competition. Fresh with foam from the recent beer bath for top position, A-B is planning to soak up the popular-price market, as well, with new Busch Bavarian.

By JACK BERNSTEIN



A battle royal is brewing in the beer industry, and the "king," Anheuser-Busch, Inc., is determined to remain on the throne. As a result, the giant St. Louis brewery has set its sights on capturing a "profitable share" of the popular-price market with its new brew, Busch Bavarian. To accomplish this, A-B has dipped deep into the treasury.

One thing is certain—at the end of 1959, Anheuser-Busch will have sold at least 7 million barrels for the first time in its 107-year history. And Busch Bavarian, which wasn't even heard of before late 1955, will have helped with a good many of those barrels. The company expects to sell between 7.5 million and 8 million barrels (all four brands) this year.

This bright prospect follows an equally rewarding 1958, when a total of 6,982,000 barrels was the "largest volume of beer ever sold in a single market by any brewery in the world." The year 1958 also "marked the fourth time in our history in which we sold over 6 million barrels of beer, another record unequaled by any other brewery."

Here is what Busch Bavarian, launched under the personal supervision of President August A. (Gussie) Busch, Jr., has accomplished at a time when the entire industry is edging up only slightly, unable to break out of its annual rut of 84 million barrels:

1. In the first eight months of the year, sales continue to spurt upward and are "greater than the industry increase."

2. This increase comes on top of a spectacular rise in 1958 which doubled 1957's sales volume.

3. Although new, it has quickly become the No. 1 beer in some areas, such as Tampa-St. Petersburg, Fla., Shreveport, La., and others.

No official figures have been obtainable from the brewery, which refuses to disclose the individual sales of its four brands: Budweiser, Busch Bavarian, Michelob and Regal (acquired by purchase of American Brewing Co. in Miami, which now is turning out Busch Bavarian also). However, published figures have put Busch Bavarian sales in 1958 between 800,000 and 1 million barrels. But other industry sources estimate the amount to be closer to the lower figure.

Nevertheless, considering that Busch Bavarian started from zero in September 1955, the successful introduction of this brand stands out as a great marketing achievement.

The price has been expensive but not prohibitive in view of the groundwork being laid for the "Golden Sixties." In that period, potential beer drinkers in the 21 to 59 age bracket, will be swelled by the bulging birth rate of the 1930's and early 1940's.

Few figures are available on the cost of launching this new brand keyed to the image of Bavaria. However, advertising billings are believed to have totaled about \$15 million since its inception in 1955. On top of that, substantial sums may have been spent by A-B wholesalers, whose supplementary promotional expenditures are voluntary and don't figure into the corporate ad budget.

A-B brass disclaims any aims of making Busch Bavarian the nation's No. 1 popular-price beer, but it appears that the "clear as mountain air" brew is headed in that direction. This is even more remarkable in view of the fact that this brand arose from the fizzle of Busch Lager, which was withdrawn from the market.

Why did Busch Bavarian zoom to the peaks while Lager fell into the crevasses? One reason: A-B gave Busch Bavarian a separate identity distinguishing it from any other beer concept.

► A separate advertising agency, Gardner Advertising Co., was retained. In conjunction with Gardner executives, Walter (Bud) Reisinger, Busch Bavarian advertising manager, used a technique called "media-coverage-area concept." Around this program revolves all BB advertising.

As defined by Reisinger: "Media coverage area for any given market includes all wholesalers whose territories receive 60% or more TV coverage from stations originating in a central city."

Busch Bavarian now has 42 media coverage areas spread out in 15 states, principally in the South and Midwest. It was introduced in Kansas in September 1955 and its trade area was expanded to include Missouri and Illinois early in 1956. Expansion into other border states on a test-market basis followed.

"We look for a central city media



The Baron of St. Louis

Just as he has in the Cardinal baseball team, August A. Busch, Jr., has taken a personal interest in the promotion of the new brand bearing his name, Busch Bavarian.

It would seem that, "Whatever Gussie wants, Gussie gets." It doesn't take much imagination or a crystal ball to see that Gussie would like a pennant for the Cardinals and top spot for Busch Bavarian in the popular-price beer industry, a position which Budweiser already has earned in the premium-price league.

Forceful and gregarious, Gussie is an expert horseman, a drinker of beer, baseball strategist and one of the country's outstanding business executives. (He demonstrated his equestrian ability at his daughter's recent wedding when he drove her and bridegroom in a coach-and-four to the main gate of Grant's Farm.)

At Busch Stadium he holds court in the Redbird Roost, his private rooftop row of boxes. Although he has a front-row-center swivel chair, Busch hardly uses it. Instead he stands in an attempt to help out the team. Debonair Busch played host to the Bat Boys of St. Petersburg, a business group.

A trip to Europe has cut down his attention to the Cardinals, which he bought as a civic duty to keep the team in St. Louis. Recently, he turned down a \$6-million offer to sell the ball club. Instead Anheuser-Busch voted to guarantee \$5 million toward a redevelopment campaign to build an \$89-million riverfront project, including a 50,000-seat stadium.

Very civic-minded, he is chairman of an \$18-million campaign in connection with St. Louis University's 150th anniversary. At the office he's up to his neck in meetings, "five in one day," as is everyone at Anheuser-Busch.

HIRE SALESMEN THE EASY WAY

PHONE YOUR NEAREST
**NATIONAL PERSONNEL
CONSULTANT**
TO PLAN INTERVIEWS
FOR YOU WITH
QUALIFIED SALESMEN
LIVING WHERE
YOU NEED THEM



Since 1935

63
COAST
to
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Write or phone for list of members
and how they can help you.

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COLUMBUS, OHIO — CA 1-2809

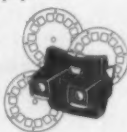
Sawyer's **3-D** full-color photography can increase your sales

Let us prove that Sawyer's View-Master 3-D full-color photography can do a selling job for you!

Learn why hundreds of national firms use View-Master 3-D color pictures to introduce new products, show new applications and installations.

See the startling realism View-Master 3-D pictures give to products—whether foods, fashions or construction equipment.

Write for free sample View-Master reel and hand viewer. See the effective job it is doing for other firms. Check desired information below, fill in your name and address, and mail this ad to Sawyer's Inc., P.O. Box 490, Portland 7, Oregon.



- ☐ **Salesmen's Aid.** A few picture reels and 7 ounce hand viewer let salesmen show complete product lines. Enables them to save time... make more calls.
- ☐ **Direct Mail.** New and old customers take the time to look at color pictures in 3-D. Learning of your products or services becomes interesting... enjoyable.
- ☐ **Displays.** View-Master 3-D color pictures and viewers make effective, low-cost displays. Your products are reproduced with dramatic, lifelike realism.

Name _____
Company _____
Street _____
City _____ Zone _____ State _____

to provide advertising coverage rather than using a lot of small towns," Reisinger notes.

"We developed an advertising concept that would have consumer appeal and make distribution follow the pattern of advertising coverage. There was real coordination between distribution and advertising."

So, Busch Bavarian opens new territories "not a city at a time, or state at a time but in terms of major media coverage areas." BB will not advance its advertising, says Reisinger, in an area where distribution isn't available.

Busch Bavarian marketing strategy is based on three principles:

- (1) awareness of product,
- (2) reminder by P-O-P display, and
- (3) successful distribution.

"The worst thing is to create a consumer demand, place point-of-purchase reminders and then NOT have the product," says Reisinger.

It would be hard for the public not to be aware of Busch Bavarian—here's how it fires the opening salvos at a new market area:

A heavy newspaper schedule, including full-page, 4-color ROP ads during the initial year of distribution. They may run from 9 to 16 full pages depending upon the market. (As a result of this effort, Busch Bavarian received an Editor and Publisher citation for "Effective Newspaper Advertising.") The first ad, in black and white, includes a picture of Gussie Busch and introductory message on a personalized basis.

This is followed by a huge reproduction of a Busch Bavarian bottle and a Pilsener glass. The others are usually devoted to full-color, Alpine-atmosphere photographs. These pictures actually have been shot in Bavaria, in Garmisch-Partenkirchen by Margaret and Dick Durrance, both former Olympic skiers.

After the initial exposure, 4-color ROP ads are used on an occasional basis—during heavy sales promotions, such as a Fourth of July campaign. (Newspapers are not part of the regular, continuing media program for BB.)

Usually the first nine ads are run in succession in order to keep the

Old Popular-Price Beer Man

A former production man, Edward H. Vogel, Jr., is making good as Busch-Bavarian sales chief at Anheuser-Busch where he is assisting in guiding Busch Bavarian to record highs.

Question: "Why does a production man go into sales?"

Answer: "Because Mr. Busch asked me to."

When Griesedieck Bros. merged with Falstaff, Vogel joined A-B as production assistant to Vice President R. E. Hardy. At Griesedieck, where Vogel was employed for 22 years, he served as vice president in charge of production. In addition, he was a member of the Board of Directors.

His production experience was not limited to manufacturing. He dealt with all facets of packaging and marketing of popular-price beer, as well. Quite sold on popular-price beer, Vogel asserts:

"Popular-price beer has taught beer people more about marketing than the premium-price people could have learned without it."



Edward H. Vogel

Since he took over as Busch Bavarian sales manager July 1, 1956, volume has "increased five times."

Not an armchair general, Vogel gets around in his territory. He was "on the road 13 straight weekends, opening new markets and checking on existing markets."

If there's time left over, Vogel enjoys himself with his two boys, ages 8 and 9, and golf.

public continuously aware of the product in the early stages of the introductory effort. Then a follow-up is made through special merchandising ads or tie-in promotions. The major impact is supported by additional small-space black-and-white ads in newspapers of smaller towns, colleges and in foreign publications. These ads run from 300 to 1,200 lines.

Busch Bavarian leaves no media stone unturned in its drive to open new markets and secure a firm grip

on old ones. BB is seen on television, match books, package store calendars and clocks, grocery cards, P-O-P displays, outdoor tavern signs (many illustrated), paintings on tavern walls and windows, outdoor posters. It is also heard on radio spots.

"All our faces look alike. There is a consistent personality. They all translate the inherent refreshment, vigor and enjoyment of the land of Bavaria. The product was built around an idea, an attempt to set it apart from the

Beer and Baseball — Go Just Fine

As Anheuser-Busch moves forward in its second century of brewing, it has adopted the following code: "The Good Name of Anheuser-Busch."

"'Making Friends Is Our Business' has been a fundamental policy—not merely a slogan—at Anheuser-Busch for many years. It is one of the policies on which our company's leadership has been built. This policy begins with the president's office and extends through the entire organization.

"It is a policy for all the people of Anheuser-Busch and its partners in sales and distribution.

"It begins with quality products.

"It consists of fair, courteous and ethical conduct in all relationships.

"It means that Anheuser-Busch tries to be a good citizen in every community in which it does business.

"It is made up of a million smiles and 'thank you's' and all the other expressions of personal courtesy and friendship of all the people who help make and sell our products.

"'Making Friends Is Our Business' includes the way we promote and advertise the good name of our company and its products.

"It insists upon honesty and fairness in everything we claim for our products and our company.

"'Making Friends Is Our Business' means that in all of our dealings, we put the good name of Anheuser-Busch ahead of other considerations."

Here, too, is how Anheuser-Busch makes friends:

More than 100,000 persons, many of them school children, tour historic Grant's Farm, the 281-acre preserve stocked with buffaloes, antelopes and other animals. Miniature trains delight the kiddies there.

Millions see the famous Clydesdale 8-horse hitch in parades, fairs, shows and other community events.

A million people or more attend Busch Stadium to watch the Cardinals play. Beer and baseball do mix, the precedent being set by Jake Ruppert and the New York Yankees.

A million people along the route and millions on TV watch the Tournament of Roses float entered by A-B for the City of St. Louis. It has won a trophy each year since the first entry in 1953.

The Budweiser Bowling team, reigning national champs, makes news on the sports pages. It bowls in many exhibition games.

Thousands tour the breweries, including the new Tampa location. Adjoining the new Florida brewery are the fabulous 15-acre Busch Gardens. This civic and tourist attraction includes tropical lagoons, Hospitality House with a 7-pointed floating roof, an amphitheater overlooking a vast rare-bird area, and enchanting Dwarf Village.

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

**THEY ALL HAVE
ONE THING IN COMMON —**

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

EPA

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FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N. Y.



stereotype of the industry," Reisinger notes.

That it is. Tests show that the product is recognized without its name being on it. Just the white and blue are almost enough—a snow-covered mountain and a blue sky. White and blue do for BB what red, yellow and green do for its big brother, Budweiser.

Conscious of the rising costs of TV and other media advertising, Busch Bavarian has molded a combination program relying on sports and mystery-adventure TV network shows.

In its extensive use of transcribed radio and TV spots, BB selects "leading audience and coverage stations" in each market. In outdoor advertising, Busch Bavarian prefers to use 30-sheet posters, 12 months in principal markets.

In addition to its own tremendous advertising program, Busch Bavarian receives all-out promotional effort from its wholesalers.

While it would seem that such a mammoth ad campaign would suffice and bring spectacular results, this is only one segment of the comprehen-

sive Busch Bavarian marketing technique.

Sales Management readers will recall the report on Anheuser-Busch's Marketing Committee that appeared in last year's Nov. 7 issue. Since that time, because of the growth of the company and Busch Bavarian brand, the group has been split into three.

There is now the Marketing Committee, headed by William Bien, v-p of marketing, the National Brands Committee with Thomas C. Burrows, general sales manager, Brewery Division as chairman, and the Regional Brands Committee of which Edward H. Vogel, Jr., sales manager, regional brands, is chairman. These three committees are used by the Marketing Division of the company.

Since the wholesaler is an important part of Busch Bavarian's sales structure, the brewery supports him to the hilt. For example, if he wishes to engage in supplementary advertising, the brewery supplies drop-in copy or mats, radio platters, TV spots. If he wishes to paint his truck blue and white to distinguish it from the Bud vehicle, BB provides the stencils.

If a speaker is needed for a wholesaler's weekly sales meeting or field promotion, BB sends an executive.

The merchandising people also back up the wholesaler with point-of-purchase material for on-premise and off-premise operations. Busch Bavarian merchandisers scored with the BB bowling sheets which are furnished to alley owners at cost. In addition to being displayed prominently on top, the name Busch Bavarian appears on the "beer frame." "The beer frame" is a custom among bowlers whereby the lowest scorer buys beer for the whole team.

When you figure that there are about 9,000 bowling alleys in the country (and the number is continually growing), some with as many as 80 lanes, this is a coup at the grass roots level.

► So it would appear that with a strong sales, advertising, promotion and merchandising setup, Gussie Busch would have no trouble in leaping to the top of the popular-price market with Busch Bavarian, as he has in the premium field with Budweiser. However, he must first conquer three obstacles: production, competition and finances.

The Anheuser-Busch company has five manufacturing plants: (1) St. Louis brewery, established in 1852, has expanded its capacity from 2 million to 6 million barrels a year; (2) Newark brewery, opened in 1951, with 1.8-million capacity; (3) Los Angeles brewery, opened in 1954, with 1-mil-



how to build a fortune

Start with a single coin. Add another, and another, and another. Then you'll have a fortune . . . a continuity of coins. You need continuity for successful advertising, too. It's particularly effective with newspapers. Newspapers go into the same homes day after day, week after week. To tell, to sell, to keep sold. Because we believe so strongly in the value of continuity in advertising, we have pioneered a new frequency-volume discount plan to encourage advertisers to take advantage of the impact of continuity. It offers discounts with no increase in existing rates. The Continuity-Impact-Discount plan makes possible the most effective use of newspapers.

Let your Branham representative show you how C-I-D will get increased advertising impact for you in the Louisville market.

The Courier-Journal
THE LOUISVILLE TIMES

lion capacity; (4) Miami brewery (Regal), acquired in 1958, 360,000 barrels, and (5) Tampa brewery, opened in March 1959 with capacity of 500,000 (cost \$20 million).

A plan to expand facilities at Tampa, just opened to the public in June, clearly underscores the need for additional production. A 300,000-barrel expansion has already been started.

The bulk of Busch Bavarian is manufactured at the sprawling St. Louis plant, where even on Labor Day the big stack atop the brew kettle was billowing clouds of steam into the sky. Some Busch Bavarian is being brewed now at the Miami plant. Construction of the other plants has enabled A-B to shift the making of Budweiser to other units.

"Additional plants are being considered, but their locations are secret," Vogel says.

With transportation a vital consideration in the cost picture, the major breweries have swung to decentralization to meet the blistering competition.

Acquisition is far less expensive than building, but many of the smaller, regional companies know this and hike up the tariff when they are courted by national concerns.

► As a comparison in the acquisition-building area: Anheuser-Busch spent \$20 million for an extra 500,000 barrels. Production began in the spring. Soon after the plant started operation it was decided to boost production again. Expansion wasn't as costly, since provision for future growth had been taken into account and the 350,000 additional barrels cost \$5 million, or about \$16 a barrel, compared with \$40 per barrel initially and about \$30 per overall unit.

In contrast, Falstaff acquired 900,000 barrels by buying the Griesedieck Bros. plant in St. Louis at a cost of \$4.50 per barrel. Rehabilitation and modernization brought the full cost to \$6 a barrel. (In all fairness, the time must be taken into account. Falstaff bought the plant two years before A-B built in Tampa and costs climbed in the interim.)

Another handicap that impedes BB's coast-to-coast distribution is the keen competition in the popular-price beer industry. Whereas there are only about four major contenders in the premium-price field, about 200 breweries battle for the popular-price market, which now accounts for about 75% of the total industry.

Brewers have found out quite late in the game that selling to the masses holds more promise than sales to the carriage trade. Furthermore, sales keep shrinking in the premium markets and eventually will be gobbled

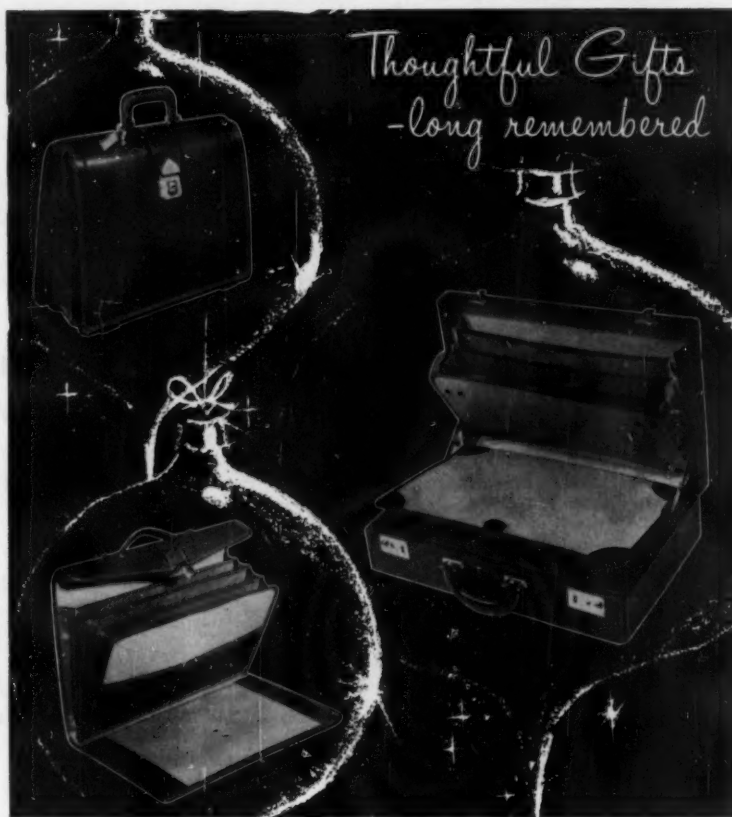
up by the biggest and most aggressive breweries.

Anheuser-Busch is well aware of this situation because of a test-run in St. Louis when it lowered the Budweiser price to meet the popular-price competition. So effective was this move that some of the popular-price brands still haven't recovered. The Federal Trade Commission intervened but the courts upheld A-B.

Price alone is not the solution, because in Chicago which has 18 non-advertised brands selling far below popular-price brands, premium Schlitz

and Budweiser are reported to be the top sellers. Then again, Chicago is a big convention center, bulging with expense-account visitors and price apparently is not a factor. However, the bartender in the hotel may make the choice when the customer says, "Let's have a beer."

In St. Louis, Busch Bavarian is making headway in its efforts to dislodge Falstaff from its No. 1 position. Falstaff, itself, reports about a 10% increase in record-breaking sales for the first half of 1959, mainly as a result of expansion of its distribution in



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• UNCONDITIONALLY Guaranteed 5 full years!

A prized possession of business and professional men. Stebco TUFIDE's famous quality assures them a Case suitable for every occasion. A lasting Gift that will be remembered and appreciated even at Christmas, 1970! Available at Office Supply, Luggage and Department Stores . . . in popular executive colors.

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Over 40 years of superior quality and experience



"LAS VEGAS, for instance, is a market that's important beyond its own confines. It is a sampling center, because sales to tourists there breed more sales in other markets"—BUSINESS WEEK

If selling is your business, the above statement has significance for you.

Thousands of able-to-buy people are customers of luxury resorts. They want the best. They are alert for ideas. And when they see what they like—they get it.

The rich volume of business from resorts alone is multiplied many times by their importance from a prestige standpoint. There's no better place to have your product on display, than in use at a high-class resort.

If you make a product used by both the institutional trade and consumers, this is something to think about. When you attain acceptance at luxury resorts, you have gained a vantage point for sales to consumers. It ignites a chain reaction that will make bright reflection on your sales records.

Luxury resorts are widely scattered in relatively remote locations. But they all read their own magazine—Resort Management. Only Resort Management serves this field exclusively.

Resort Management is a class book for a class market. Why not look into it. Write for more information and a sample copy.

RESORT *management*

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South Carolina and also in Georgia.

The third barrier standing in the way of greater Busch Bavarian distribution is money. As indicated by the dynamic media program, Anheuser-Busch is investing heavily in advertising and promotion. No figures have been given out by the brewery, but this auspicious debut has been noticed.

"There's a terrific outlay of cash. Why? Nobody knows," one source says.

Another source put the advertising expense at \$10 a barrel. Others ran even higher. Some are convinced that A-B must be losing money on Busch Bavarian with the heavy output in advertising.

► A 6-month A-B report this year showed an increase in advertising, selling and delivery expenses from \$22,380,000 in the first half of 1958 to \$25,319,000 in the corresponding 1959 period.

Recent trade reports hint of a cut-back in radio and TV spots for Busch Bavarian. However, it's possible that this was caused by the normal seasonal tapering off.

The first six months have been especially rewarding to Anheuser-Busch. It sold 834,393 barrels in June and 2,208,000 in the second quarter, the greatest volume sold in any month and quarterly period in its history.

In the first seven months, sales have leaped ahead of the industry rate, increasing 18% while the industry total edged up 3.2%. The St. Louis brewery accounted for half of the national rise. However, A-B profits slipped in the process, in comparison with the sales climb.

As Busch declared in the first quar-

ter report: "Sales increases in all divisions of the company made it possible to overcome substantial increases in expenses and material and payroll costs during the first quarter, with per share earnings remaining at last year's levels."

The beer magnate elaborated on this at the annual meeting, saying: "I wish I could say that our profits have increased accordingly but unfortunately, that is not the case."

"We have adopted the very latest methods of efficiency and economy but the increased cost of everything we use, including transportation, taxes and wages, continues to make our best efforts in this direction most difficult."

"Of course, there are other possible ways to lower our costs of production. They all add up, however, to cutting the quality of our products or changing the ingredients that go into our fine beers. This, I pledge you, we shall never do!"

Nevertheless, Anheuser-Busch remains in an overall favored position because it has what it takes to survive in the future—two top brands in the premium- and popular-price brackets.

Another reason the "king" is likely to continue his reign is because of his deference to the "queen," the lady consumer who does most of the package purchasing. The advertising and light taste have been designed to please Her Highness. Beer has been upgraded and has social-climbed into acceptance, especially among the young suburban, athletically interested set. Gussie Busch's eyes would have lighted up at a recent garden club beef tenderloin barbecue where a young couple was walking hand-in-hand—he had a Budweiser in the other hand and she, Busch Bavarian. ♦

Tip on Detaching Pages

Of the several hundred letters of comment from readers about the new "lie-flat" binding, most have been congratulatory. But some find the pages harder to detach for pass-along and filing than the former perforated pages . . . It's a case of "easy does it." Before you start to detach a page, make sure that the copy is opened flat. Then give the page a preliminary rub along the gutter with your thumb. Then tear slowly and firmly. And one page at a time.



Ask your boxmaker about the 24 special International Paper linerboards. They cost very little extra.

See how new Coralkraft by International Paper makes your containers stand out and sell your brand

Now you can have a container like this for surprisingly low cost.

Containers made from these special linerboards stand out from competition, promote brand identification, and billboard your best sales message wherever they go.

Just ask your boxmaker. He knows that International Paper has now perfected a way to mass-produce these spe-

cial linerboards in one operation, at high speed, *right on the board-making machine!*

These special liners are as strong as they are handsome. Made from 100% virgin fibre pulp, they deliver the same rugged protection you find in famous *Gator Hide®* kraft liners—the most widely used linerboards in the world.

New *Coralkraft*, the linerboard illus-

trated above, is but one of 24 different, special linerboards available through your boxmaker. All are distinctive. All offer excellent surfaces for printing a wide range of colors.

Ask your boxmaker to show you International Paper's complete selection of special linerboards that dress up your containers at surprisingly low cost. Or write to us direct.

In the New York Market
240,000 News readers
vacationed outside of the U.S.
in the past 12 months

90,000 more than the Times
130,000 more than the World-Telegram & Sun
140,000 more than the Mirror
160,000 more than the Journal-American
160,000 more than the Post
180,000 more than the Herald Tribune
and as many News readers took a U. S.
vacation trip as all other morning or
evening papers combined

*Source: Profile of the Millions — 2nd
Edition, a massive and authoritative
study of New York market characteristics.
For a presentation, call any
New York News office.*

Foreign travel was once a luxury for the few,
but today with faster transportation and longer
vacations, more people can go abroad—and do!

In New York, more readers taking a
vacation, foreign or domestic, read The News
than any other newspaper.

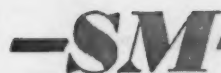
The News not only has more readers—but
more readers with education and high income.

If you want more travel and resort customers,
advertise in The News. No other medium
gives so much for the money. Any New York
News office will give you data and details.



THE NEWS, *New York's Picture Newspaper*
More than twice the circulation, daily and Sunday, of any other newspaper in America.

News Building, 920 East 42nd St., New York 17 — Tribune Tower, Tribune Square, Chicago 11 — 155 Montgomery St., San Francisco 4
3460 Wilshire Boulevard, Los Angeles 5 — Penobscot Building, Detroit 26 — 27 Cockspur St., London S. W. 1, England



Sales Promotion Section

SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

Conversion Rules for Giveaways

In selecting a giveaway or reminder, the smart advertiser looks for something that will not only have advertising value, but will also receive daily use by the customer or prospect. It's helpful, too, if the giveaway pertains to the recipient's business and is small enough to be mailed when necessary.

Pictorial Productions, Inc., creators and manufacturers of Vari-Vue or "wiggle" pictures, as they are popularly known, that are used for point-of-purchase, premiums, direct mail, packaging, and a host of other advertising materials, have developed a number of 6-in. Vari-Vue conversion rulers which will fit the needs of many companies that need 10,000 or more inexpensive, practical giveaways for industrial or general consumer use.

Made of unbreakable plastic, these rulers each contain two sets of data, plus a 6-in. ruler edge, plus the advertiser's message imprinted on the back. To convert the first set of data into the second, the user simply changes slightly the angle at which he is looking at the ruler. The following stock rulers are available:

Engineer's—converts fractions to decimals. Edge converts from inches to tenths.

Centigrade-Fahrenheit — converts Centigrade temperature into Fahrenheit. Edge converts inches to centimeters.

Steel—converts thickness in inches to pounds per square foot for gauges.

Year Calendar—first six months alternate to the last six.

Metric—converts decimals and their metric equivalents to fractions.

Architect's—pertinent data for architect and for lumber conversion.

Printer's—pertinent data for printers.

If you'd like a free sample of one of these Vari-Vue conversion rulers, plus further information, write to Mrs. Kay Anderson, Pictorial Productions, Inc., 60 Kingsbridge Road East, Mt. Vernon, N. Y. Special designs can also be developed for special data. If you'd like a portfolio containing full-color

and 3-D samples of stock designs of Vari-Vue pictorials for point-of-purchase, direct mail, etc., send \$2.50.

Mailable Film Strip and Viewer

A mighty salesman is the Sell-O-Vue, mailable, visual-sales-presentation package that combines color film, the printed word, a collapsible viewer and ease of handling.

Prime component of the unit is a full-color film strip, in its own specially designed heavy-duty mount. Identification data or other copy can be imprinted on the mount. The mount slides easily into a folding viewer which, with its optical glass lenses and built-in focusing arrangement, folds flat and fits easily into the pocket of a novel booklet-container. The film strip and viewer are ready for instant use when taken out. The booklet-container with pocket can consist of up to ten pages, fits into breast pocket or mails as a self-mailer, measures 8 3/4 in. by 3 1/2 in.

For a free sample and literature on Sell-O-Vue, write to The Taylor-Merchant Corp., 48 W. 48th St., New York 36, N. Y.

Burglar-Proofing Booklet for Imprint

The Yale & Towne Manufacturing Co. has prepared an interesting 4-page brochure for home owners, entitled, "How to 'Burglar-Proof' Your Home." Available (on a shared-cost basis) in quantity for local imprint and distribution by banks, utilities, insurance companies, etc., the brochure contains tips on how home owners can help prevent burglaries, and a "score yourself" check list. For sample copy and cost based on probable quantity you require together with the number of different imprints, write to Milton M. Enzer, Public Relations Director, Yale & Towne Manufacturing Co., Chrysler Building, New York 17, N. Y.

Cinerama Crews Available to You

Eleven fully equipped film and television units on five continents, the groups that have produced the Cinerama motion pictures and the CBS

Don't Be "Grief Stricken"

by Donald L. Spotts



The real "pros" in the self-liquidating field, I have found, are those who learned to allow for those "unexpected"—but inevitable—extra costs. The more

erudite will enter an amount in their budget for "exigencies." In common parlance of the trade, however, the word is "grief" and it can take many forms. Here are just a few:

- Postal rate increases.
- Weight variation (of premium or carton)—a fraction of an ounce can cost you thousands of dollars in total postage.
- Increased "freight in" costs, due to rate jumps from the original carrier and necessity of switching to a faster, more expensive method of delivery to compensate for other delays, or an out-of-stock situation on the premium.
- Cost of "delay cards" which we strongly recommend to maintain good will when you encounter delivery problems.
- Sudden Post Office Department rejection of your carton or packaging methods (this sometimes happens quite late in a campaign), which means more expensive packages.

And these are just a "few" of the things that can happen . . . and probably will! It is not my intention to frighten those who are about to try a self-liquidating offer for the first time. Far from it. I suggest only that you be certain your plan *really* is "self-liquidating" in every sense of the word. Be sure too, that your premium handler has a crystal ball that's well polished by experience. In this business, it's the *youngest* heads that have the *most gray hairs*! Call us now at Midway 5-5841, or write:

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THE NEW PORTABLE FILM STRIP PROJECTOR

Ideal for educational, industrial, audio-visual use. A complete theatre, with built-in screen and projector in a compact, handy carry-case. Designed for group viewing without room darkening. Just lift top and you are ready for dramatic visual presentations with brilliant clarity. For the first time a quality engineered, dependable film strip projector at this attractive price!

- Large 6" x 8" "Lenscreen" for wide angle viewing • Precision Optics • Rear view projection system • For Single Frame 35mm Strip Film • One knob framing & film advance with click-stops • Compact attaché-type case • A-D 100-125 volt • Smaller than briefcase, approx. 6 lbs.

Request illustrated literature **\$59.50**
& name of dealer nearest you.

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ORCHIDS OF HAWAII, INC.
NATIONAL SALES OFFICE

305 7th Ave. • New York 1, N. Y.
Telephone ORegon 5-6500

Sales Promotion Idea File (continued)

network TV series, "High Adventure," are now available for industrial motion picture projects, according to Lowell Thomas, President, Odyssey Productions, Inc., 439 Madison Ave., New York 22, N. Y. The units consist of writers, directors and cameramen, and are backed by editing and production facilities in the U.S.

Student Edition of Annual Report

Scott Paper Co. published, some time ago, a student edition of its annual report, designed for use by colleges in their business administration courses. In everyday language, this special edition explained financial statements, shareholders' investment, provided specially annotated pages with brief explanations of corporate operation and accounting terminology.

For a copy of this student edition, write to Fred L. Witt, Eastern Sales Manager, Scott Paper Co., 2 Overhill Rd., Scarsdale, N. Y.

When to Use Closed-Circuit TV— What it Costs

What does it cost to originate a closed-circuit sales meeting or presentation—what are the line charges—what does it cost to receive and present your show in each city? These and many other questions about an important new means of communication are answered in a recently published "Handbook of Closed Circuit TV," available without charge from the Giantview Television Network, 901 Livernois, Ferndale 20, Michigan.

Sales Training by Card Pack

You've heard of sales training programs that instruct salesmen through the mail, through classes, through their wives, etc., but here is a novel and effective sales training tool that works while the salesman is playing cards. It's a full deck of 52 regulation playing cards, with a powerful sales pointer on every card. Based on sales expert John Wolfe's "Selling Aces," this "Pack of Pointers" is available at \$5.00 per deck from John H. Wolfe & Co., 420 Madison Ave., N. Y. 17.

Automatic 24-Hour Sales Theater

Six different 4 in. by 5 in. transparencies are projected, one every five seconds, in an economical, compact point-of-purchase display unit called Display-O-Vue. Operating on 12 watts and costing only 5 cents in electricity per week for round-the-clock operation; the unit is 20 in. by 20 in. by 10 in. and weighs 18 pounds. Cost is \$64.50, less in quantity. For information, contact Display-O-Vue Corp., 48 W. 48th St., New York 36, N. Y.

Sales Promotion Idea File is a review of sales-producing tools and ideas designed to stimulate the thinking of sales-minded executives. Address contributions to Larry Schwartz, c/o Sales Management, 630 Third Ave., New York 17, N. Y.

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More Appreciation—Trouble Free—Less Cost!

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Every one on your gift list will get just what he wants...you'll get infinitely more appreciation...you'll save time, trouble and money by using L & C MAYERS sensationally successful "Choose-It-Yourself" Gift Plan. Each one on your list—customer, source

or associate—chooses his own gift from a beautiful combination Christmas Card and Gift Book, selected by you from a choice of 6 price categories. Everything sent in your name. (No prices in receiver's book.) All prices to you are 35% off list. We handle all details.

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516 W. 34th St., Dept. 304
New York 1, N. Y.
PHONE:
LONGarea 4-5100
Extension 44

L & C MAYERS CO., Dept. 304, 516 W. 34th St., New York 1, N. Y.

Please send me FREE information and samples on your new "Choose-It-Yourself" Gift Plan.

Print Name..... Title.....
Company.....
Address.....
City..... Zone..... State.....


**"Go ahead!
Cut the
purchasing agent
off the schedule...
your competitors
will love it!"**

**And they would, too.
Ask your own salesmen!**

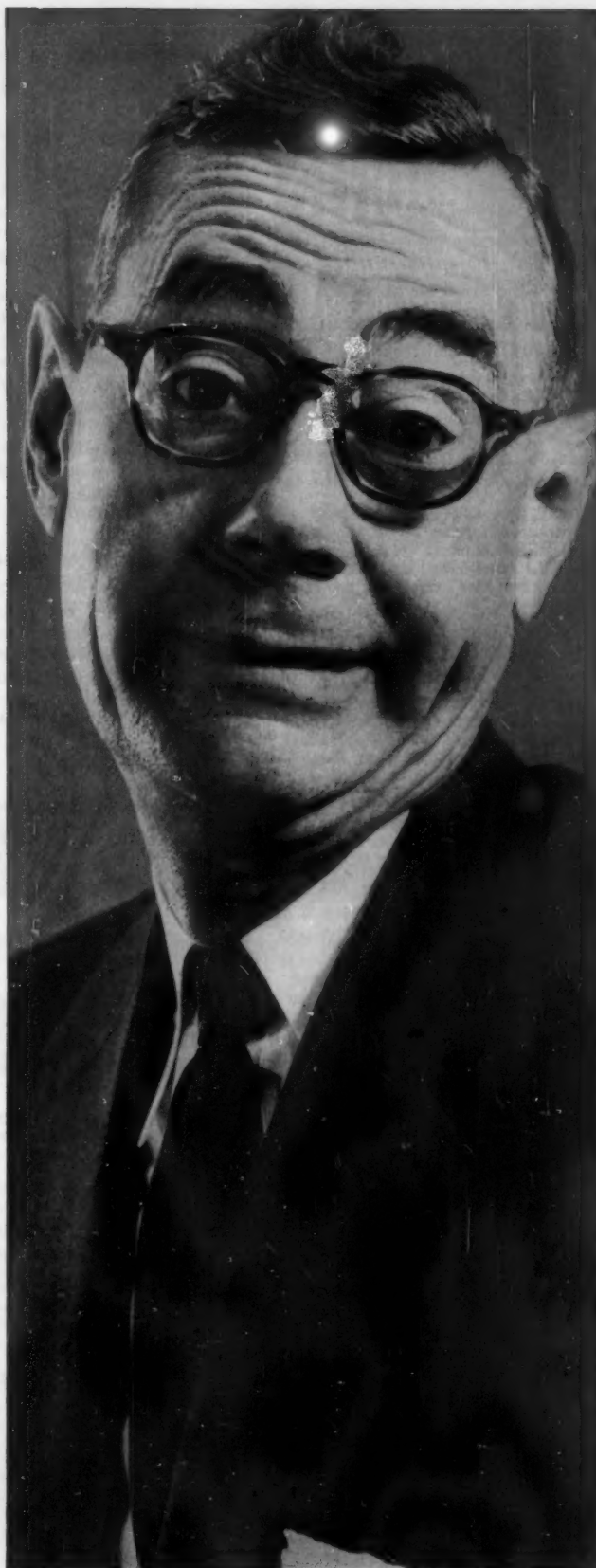
It's the purchasing agent who, particularly in today's tight economy, decides what share of the orders you get... *if any at all!* And he selects the supplier in three out of four cases.

Modern purchasing is complex. Today's purchasing agent is concerned with the science of purchasing... new procedures, methods, techniques. That's why the modern purchasing agent reads the editorial and advertising pages of **PURCHASING Magazine** for the very latest in news and methods information.

Prove it to yourself. Ask your customers and prospects. See our new slide film, "You and the Purchasing Revolution."

PURCHASING *Magazine* 

A CONOVER-MAST PUBLICATION
the methods and news magazine for industrial buyers
205 East 42nd Street, New York 17, New York



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Use Ponton Packing & Shipping Co. (a Subsidiary of W. S. Ponton, Inc.), for Packing and Shipping Your Merchandise, Domestic and International.

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WORTH WRITING FOR . . .

Sales Managers' Challenges

A comprehensive booklet outlining the challenges that face the sales executive in the years ahead, with an analysis of his existing and future job functions. The booklet is used as a lecture in the schedule of courses offered by the Alexander Hamilton Institute. Copies are ordinarily limited to students enrolled with the Institute. By special arrangement, single copies will be made available to Sales Management readers. Philip Salisbury, publisher and editor of Sales Management, is the author. Write James M. Jenks, Vice President, Alexander Hamilton Institute, Dept. SM, 71 W. 23rd St., New York 10, N. Y.

Occupant Mail Advertising

Authored by Will A. Storing, this booklet defines occupant mail; explains who can use it profitably, how to plan it, how to determine the objective and investment; details three steps to profitable action with occupant mail—scheduling, testing, meas-

uring the mileage. There are also case histories and comments of numbers of enthusiastic occupant mail users, and tips and techniques for the control of profitable mailings. Write S. L. Cullman, Occupant Mailing Lists of America, Inc., Dept. SM, 231 N. 4th St., Columbus 15, O.

Christmas Gift Story

Second report from Seventeen's readers: the Christmas gifts they receive, buy (and for whom), the cash they receive as Christmas gifts, purchases they make with their Christmas money. Write K. Allan Taylor, Advertising Director, Dept. SM, Seventeen, 488 Madison Ave., New York 22, N. Y.

The Farm Market

This study reveals that in the past four years farm assets increased 16%; average size of farm, 14%; cash receipts per farm, 26%. Farm family income is now almost \$44 billion. Data cover: farm population, size of

Say "Thank You" This Way
HE'LL KNOW YOU THOUGHT OF HIM
AS AN INDIVIDUAL



FOR YOURSELF, FRIENDS AND
BUSINESS ASSOCIATES.
COMPLETELY PERSONAL . . . UNUSUAL!

- Business Gifts
- Special Awards
- Prizes
- Premiums
- Service Awards
- Personal Gifts

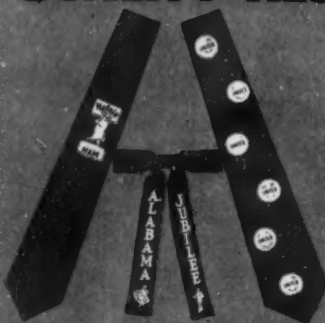
Any business card or personal signature will be reproduced in perfect miniature on satin-silver or gold finished cuff links, tie bar, money clip or key chain. Deep, sharp engravings make this a lasting—truly, one-of-a-kind gift. Order 1 or 1,000 (each from a different card). Write for quantity prices.

SPECIAL OFFER

Send your own card now for your custom made tie bar only \$3.00 (\$4.95 value). See the fine quality CARD-O-LINK for yourself.

Card-O-Link Company
26 E. HURON STREET • CHICAGO 11, ILL.

Your Company Design on
QUALITY TIES



Gives a New and Unusual
PROMOTION TIE-IN

Special-ties made to your specification help you launch new products and sales themes. Use this new promotion and premium idea with salesmen, dealers and customers or give-away at conventions. Prices from 60¢ a tie. Write for details.

Scot Ties LTD.

Dept. 85, 401 Fifth Avenue, New York, New York

farm families and their capacity as consumers; total assets in land and buildings, machinery, equipment, livestock, stored crops, bank deposits, U. S. Savings Bonds, currency and investments. Write Orville C. Demaree, Director of Research, The Progressive Farmer, Dept. SM, Birmingham 2, Ala.

Radio Facts

Pocket-size booklet for salesmen and advertisers who want to check data on the radio advertising medium in a hurry. Areas included: radio's dimensions; audience; out-of-home listening; comparisons with other media; who uses radio advertising. Write Miles David, Vice President in Charge of Promotion, Dept. SM, Radio Advertising Bureau, Inc., 460 Park Ave., New York 22, N. Y.

Two-Minute Prospect Finder

Details on a new service available to manufacturers who sell to consulting engineers—a continuing analysis of the men to sell and what kinds of projects are specified by which firms. From the finder's 95 classifications you can quickly check off the fields in

which your product has prospects. After that it is possible to ascertain your full sales potential with a complete list of individual consulting engineers who are working on projects for which your products could be used. Write E. R. Gauley, Consulting Engineer, Dept. SM, Wayne near Pleasant St., Saint Joseph, Mich.

How to Build Sales

Basic analysis of 14 tested ways slide-charts can build sales and cut selling costs. Each method illustrated with examples of slide-charts. Included are company case histories and testimonials. Write R. N. Whittington, Manager, Field Sales, Dept. SM, Perrygraf Corp., 1500 Madison St., Maywood, Ill.

American Homemakers

Report from members of The American Home Reader-Consumer Panel. Covers: marital status; homes lived in since marrying; furniture first bought and since replaced, plans for future purchases; paper accessories used, how often purchased; use of ready-made jellies, jams or marmalade, number of homemakers who

make their own; use of rice, how often served; types of laundry bleach preferred. Write Jess L. Hadsell, Advertising Promotion Manager, Dept. SM, The American Home, 300 Park Ave., New York 22, N. Y.

Creativeness in Marketing

Reprint of the lecture delivered by Charles G. Mortimer, president, General Foods Corp., when he received the 1959 Parlin Memorial Lecture Award sponsored each year by the Philadelphia Chapter of the American Marketing Association. Mortimer was selected to deliver the lecture this year in recognition of his "constant advocacy of creative marketing through planning." Write Charles G. Mortimer, President, General Foods Corp., Dept. SM, White Plains, N. Y.

The Appliance Market

A continuing survey of consumer buying plans conducted by the National Industrial Conference Board. Findings are based on data gathered by Sindlinger & Co., Inc. While this report considers buying plans as they specifically refer to household appliances, a brief review of the data (continued on page 90)

New HEINN service gives you



BUYER'S CHOICE

Heinn now offers you a complete line of custom-styled binders and indexes, at a wide range of prices. No matter what you need, Heinn's improved manufacturing facilities guarantee immediate production of the one binder that's right for your job. Prices are low to moderate, depending on your preference in workmanship and materials. Ask for a quotation — and you'll be Heinn's next customer!

SPECIAL...
Send for your free sample of Heinn's presentation covers.

The **HEINN** COMPANY
Sales Zone 7-K
326 WEST FLORIDA STREET
4604 MILWAUKEE 4, WISCONSIN

POST CLEVELAND
CINCINNATI - TOLEDO
AND SEE YOUR SALES INCREASE

The most exciting colorful and effective advertising medium in the NATION

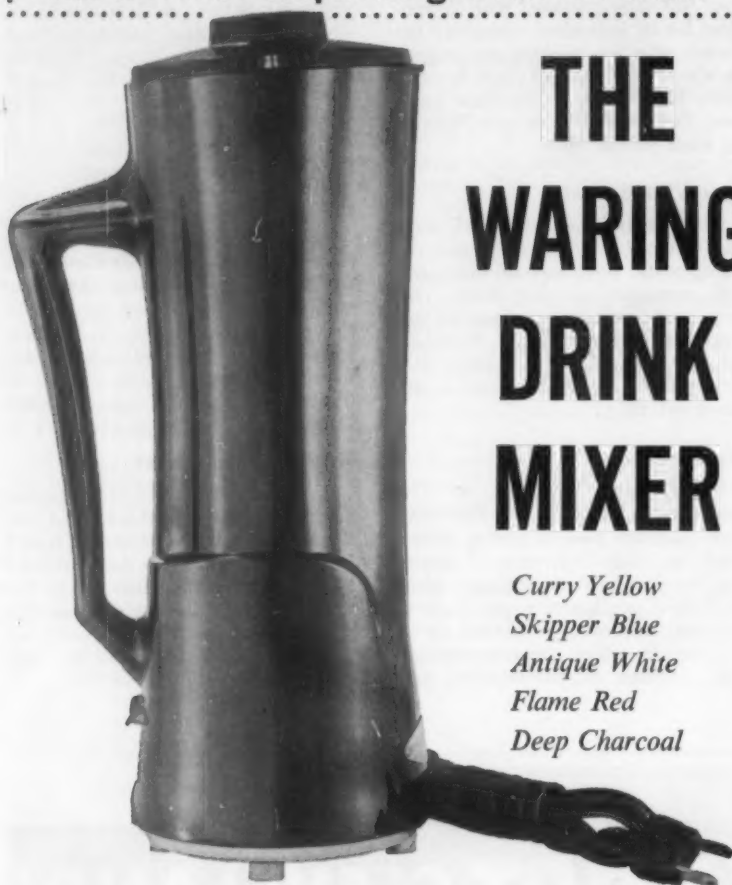


COSTS LESS THAN 18¢ PER THOUSAND

Central Cleveland, Cincinnati, Toledo, Elyria,
a Packer Enterprise Lorain, Fremont, Sandusky & Ashtabula

Executive offices 4600 Carnegie Ave., Cleveland, Ohio

The HOTTEST corporate gift item of 1959!



THE WARING DRINK MIXER

*Curry Yellow
Skipper Blue
Antique White
Flame Red
Deep Charcoal*

IT'S NEW: It's new in concept . . . new in style . . . new in versatility . . . new in excitement. It's positively the newest, most practical gift item in years.

IT'S EXCLUSIVE: It's the only completely portable electric mixer-server on the market. No competition. As a gift, it won't duplicate anything now owned nor previously received.

IT'S A FAMOUS BRAND—NATIONALLY ADVERTISED: Made by Waring, manufacturers of the famous Waring Blendor, it will have instantaneous recognition and acceptance. Desire-to-own is being whetted by full-color ads in 35 Sunday magazine sections of leading newspapers.

IT'S FINEST QUALITY: Like all Waring products, the Drink Mixer will sell itself again and again through years of trouble-free use. Made of virtually unbreakable Durez polyester. Powerful AC/DC built-in motor whirls at 15,000 rpm. Detachable cord. Washes itself. It's a gift that gets "thank you's" for years.

IT'S A MAN'S (or woman's) GIFT THE WHOLE FAMILY WILL LOVE: Designed primarily as a cocktail and drink mixer, it's grab-

bed by the kids for mixing sodas and malteds, and by mom for pancakes, waffles, omelettes, soups and dressings. Perfect for giving frozen orange juice an aerated "fresh" flavor. Used in living room, family room, patio and kitchen.

IT'S PRICED RIGHT FOR VOLUME GIVING: \$24.95 is the nationally advertised list price. Special quantity situations: quotations on request. (Think of it—this high-style NEW portable electric mixer-server for the price of two bottles of good liquor!)

ORDER NOW . . . FOR DELIVERY WHEN YOU WANT THEM: Ideal for incentive programs, seasonal promotions, and *Christmas gifts*. We urge you to order NOW so we can guarantee delivery in the colors you want. Individually boxed. Any color mix.

To request a salesman's call, or to order your Waring Drink Mixer, one or many, call Marketing Manager in New York at BRyant 9-1082—or write

WARING PRODUCTS CORPORATION
25 West 43rd Street, New York 36, N. Y.
A Subsidiary of Dynamics Corporation of America

concerning consumer attitudes and financial condition will put the household appliance buying data in a proper perspective. Write Andrew J. Cullen, Director of Research, Dept. SM, Newsweek, 152 W. 42nd St., New York, N. Y.

San Francisco Bay Area

A study which critically examines the economic structure of this nine-county area—a market of over a million families, with total retail sales in excess of \$4½ billion, the nation's sixth largest market in total retail sales. Recent shifts in balance of control within the area are fully revealed and analyzed. Included is a summary of market data for each of the nine Bay Area counties. Write Gerold Zarwell, Manager, Advertising Plans, Dept. SM, San Jose Mercury & News, 211 W. Santa Clara St., San Jose 6, Cal.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Sales Forecasting: How to determine your sales potentials with scientifically proven forecasting methods which will indicate your actual sales six months to one year ahead. J. Carvel Lange, Inc., Dept. SM, 122 E. 42nd St., New York 17, N. Y.

Molded Package Evaluator: A fast guide to sales-minded packaging for foods, drugs, sundries and hard and soft goods. Monsanto Chemical Co., Plastics Division, Dept. SM 1139, Springfield 2, Mass.

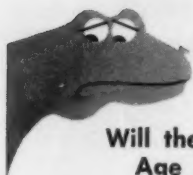
At-A-Glance Gifts: A new catalog which contains complete details on exclusive gift items. Specialty Division, Dept. SM, Nascon Products, 475 Fifth Ave., New York 17, N. Y.

Nonmetallic Minerals Facts and Figures: Provides an analysis of over 40 basic materials and tells how to evaluate your sales potential in the basic pit and quarry industries. Pit and Quarry Publications, Inc., Dept. SM, 431 S. Dearborn St., Chicago 5, Ill.

Major U. S. Markets Analysis: Complete sales ranking by dollar volume of all 282 Metropolitan Market Areas in the basic sales classifications. Advertising Research, Dept. SM, Greensboro News and Record, Greensboro, N. C.

In Terms of Sales . . . the Sky's the Limit: Tells how today's active traveler can be identified and how he and his family can best be covered. U.S. News & World Report, Dept. SM, 45 Rockefeller Plaza, New York 20, N. Y.

Vari-Typer Book: How you can prepare your presentations with a variety of attractive type styles and sizes that will give them a new dimension in expressiveness. Vari-Typer Corp., Dept. SM, 720 Frelinghuysen Ave., Newark 12, N. J.



Will the Small Cars End the Age of the Dinosaurs?

(continued from page 37)

V-8 and 6-cylinder engines—a wide selection for buyers.

In other words, Lark has become a compact-type family of cars, with base price range between \$1,970 and \$2,700. Studebaker also distributes in this country the German Mercedes-Benz—price: \$3,700 to \$14,000, and sold by 385 dealers, all but 40 of whom also are Lark dealers.



THE COME-ON. Studebaker promised previous Lark buyers it wouldn't change lines in '60. But it has added convertible.

And in the very lowest price range, Studebaker—through Mercedes-Benz Sales, Inc.—now distributes in the U. S. the DKW cars made by Auto-Union, Dusseldorf.

Thus Studebaker dealers may have the broadest "department stores" of all.

In 16 months a lot has been done to strengthen dealers' caliber.

With 400 dealers dropped and 1,000 added, the present group numbers 2,600. Sidney A. Skillman, v-p and gsm, expects to have the "optimum" total of 3,000 by January 1.

Skillman points out that Lark's dealers have "no divisional competition." Also, "the entry of the Big Three into the compact-car field has not lost us dual dealers because Lark is bracketed in the medium-price range."

Thus far in calendar 1959, he says, 82.5% of S-P's dealers operated at a profit: "Though the national average of dealer net profits has climbed to 2%, ours now make 2.4%. And in the last year the net worth of our dealer group increased 80%."

"All the promotion that is now getting under way," Harold Churchill believes, "is going to greatly increase the desire of American car buyers for sensible automobiles."

Larks, for instance.

Rambler Gets Ready to Win Next Two "Major Battles"

"We have won our previous two campaigns of survival and of opportunity," American Motors' President George Romney tells dealers. "But we have two major battles ahead of us: The campaign for counterattack this year,

and then our drive for permanent leadership."

While the new Corvair, Falcon and Valiant forces will be glad to settle for 300,000 sales each in their first model year, American Motors' Rambler is reaching for more than 500,000.

After the company's 1959 showing, in which Rambler increased its share of total production to 6.72% (from 2.88% in the 1958 model year), and boosted actual output from 162,182 to an all-time "independent" record of 374,240, that 500,000 mark may be reachable.

In fact, with four compact lines of its own, plus the lowest-price imported Metropolitan, Romney intends to "Ramblerize the U. S."

The four lines are the 100-inch-wheelbase Rambler American, the Rambler Six and Rebel V-8 and the "luxury" Ambassador. In wheelbase they range from 100 to 117 inches; in horsepower from 90 to 250.

Introduced a year ago, the American accounted for almost one-fourth of the 1959 model year output. For it, American Motors boasts "a long list of economy victories." A 4-door sedan has been added to its 2-door sedan and station wagon.

In the "middle-compact" group the nine models in the Rambler Six line and the seven in Rambler Rebel compete directly with the "new three."

Though "no other car, regardless of price, matches all of Rambler's features," Rambler's advertising gives the others credit for trying.

Rambler's dealer organization has been built to its virtually "full size" of 2,980. Of these only 18% handle other makes.

On the theme, "Rambler—the new standard of basic excellence," American Motors has launched its "biggest-ever advertising and merchandising campaign."



SAUCY REAR, generally cleaned-up lines mark '60 Ramblers. Recently revived Rambler American will add 4-door sedan.

Newspaper circulation, per insertion, totals 63.7 million; one-time magazine circulation, 56 million. A "double 2-page" opening ad in Life and The Saturday Evening Post costs \$378,482. These and newsweeklies, women's, science and mechanical magazines are scheduled.

Current saturation spot schedules on NBC Radio's "Monitor" reach 7.5 million homes on weekends and 3 million on weekday nights. And spots on 201 radio stations not covered by "Monitor" get into 3 million more.

Seven spots every Friday night for four weeks, on 197 TV stations in 89 cities, are getting the word around.

And in keeping with Rambler's "permanent leadership" aspirations, dealers learn that "the great West Coast studios of Metro-Goldwyn-Mayer are completing (for dealers' showing to prospects) a feature motion picture on the development of the Rambler Idea."♦

December Retail Sales: Up 6% Over '59

(Despite Steel Strike Repercussions)

By DR. JAY M. GOULD
Research Director
Sales Management and Its Survey of Buying Power

The volume of retail sales in December will reach a record-breaking total of \$22.4 billion, a gain of 6% over last December. This total reflects a definite tapering off in the pace of retailing, which earlier in the year was racking up gains as high as 10% over last year. The after-effects of the steel strike will depress the level of retail sales by about 2% over a 2-month period, the time required for the mills to reach full production, and fill the pipelines of distribution. Wages lost to strikers and those laid off indirectly, probably averaged over \$200 million per month during the strike. Total income lost as a result of the strike may eventually range between one and two billion dollars, of which at least half represents retail sales that could have, but never will be, realized.

► The steel shortages will also cut down on output and sales of the new compact cars in December, despite an overwhelmingly favorable consumer acceptance. It is too early to tell if the huge demand for the compact models will cut into sales of the larger traditional models, but present indications are that automotive sales in December could increase by 25% over last December if enough cars are on hand.

Over the short term, settlement of the steel strike will permit a resumption of the fairly high levels of economic activity which it interrupted. Over the longer run however, some disturbing problems remain unresolved, reflected in the bitterness of the strike itself—the longest in history. In the one-year period preceding the strike, steel imports into the U.S. tripled, pointing to the necessity for

the American steel industry to automate, rationalize production methods and eliminate wasteful labor practices, without resorting to price increases as an easy way out. American industry in general is being con-

fronted, for the first time in history, with worldwide competition. This competition will get increasingly stiff, and will require our most serious efforts, for the stakes are very high, and there are no simple answers.

High Spot Cities are tabulated monthly as a guide to the marketer on where his sales efforts might pay the greatest dividends. Cities marked with a star ★ are Preferred-Cities-of-the-Month. They have a level of sales—compared with the same month in 1958—which equals or exceeds the national change in sales activity.

The first column of the accompanying tables indicates the number of months out of the past 24 that the city has had a star to indicate a better than average performance. When a full 24-month period of back data is not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 would indicate the total number of months for which data is available.

The second column indicates the index of change for this month of 1959 versus corresponding month of 1958.

The third column (the city-national index) relates the annual change in the city's retail sales to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in retail sales 6% greater than that of the rest of the U.S.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
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UNITED STATES

106.0 100.0 22444.00

Ala.	106.6	100.6	299.46
Birmingham ... 14	104.7	98.8	56.01
★ Florence-Sheffield			
Tusculumbia ... 14	107.8	101.7	9.70
★ Gadsden ... 10	106.5	100.5	8.04

★ Mobile ... 3	109.4	103.2	29.16
Montgomery ... 22	105.2	99.2	21.57

Ariz.	112.1	105.8	163.63
★ Phoenix ... 24	111.4	105.1	54.56
★ Tucson ... 23	112.3	105.9	27.81

Ark.	104.6	98.7	164.83
Fort Smith ... 18	101.3	95.6	10.27
Little Rock-North			
Little Rock ... 23	105.2	99.2	30.09

Cal.	108.6	102.5	2243.38
Bakersfield ... 13	103.2	97.4	22.52
Berkeley ... 10	105.5	99.5	16.58
Fresno ... 18	99.1	93.5	32.69

ONLY the RECORD and JOURNAL



COVER

Meriden • Wallingford, Conn.

New customers? You can get 120,000. Where? In Meriden-Wallingford, 97% covered by the Record and Journal. This high-spending market offers you \$83 million Retail Sales*, and \$137 million Effective Buying Income*! Warning: no Hartford or New Haven ABC daily has more than 400 circulation here!

*SM '59 Survey

**The Meriden
RECORD and JOURNAL**
Meriden • Connecticut

National Representatives:
JOHNSON, KENT
GAVIN & SINDING, INC.

THIS Is Eastern Connecticut

**BIG BUYING POWER
\$7,109 Per Family**

**BIG PURCHASES
\$4,224 Per Family**

This big — isolated — Eastern Connecticut market is made up of 49,200 families with more than a third of a billion dollars of income — \$359,762,000! They spent \$207,845,000 for retail goods.

There's only one daily newspaper in this huge quality market—one daily that can give you advertising and broad, solid impact on local buying habits.

Norwich Bulletin
and Norwich Bulletin-Record (Sundays)
NORWICH, CONN.

Bulletin Sunday Record
26,037 22,104

Represented by
The Julius Mathews Special Agency, Inc.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Index 1959 vs. 1958	9 (Million) December 1959
Long Beach ...	0	102.7	96.9	60.71
★ Los Angeles ...	24	106.5	100.5	415.84
★ Oakland ...	17	107.6	101.5	74.27
★ Pasadena ...	10	109.4	103.2	30.27
★ Riverside ...	15	109.7	103.5	16.60
★ Sacramento ...	17	116.2	109.6	55.72
San Bernardino ...	13	101.5	95.8	20.80
★ San Diego ...	24	122.0	115.1	94.61
San Francisco ...	8	101.1	95.4	123.39
★ San Jose ...	23	121.5	114.6	43.23
★ Santa Ana ...	21	129.2	121.9	26.06
★ Santa Barbara ...	16	110.0	103.8	13.43
★ Santa Rosa ...	16/16	115.4	108.9	9.67
★ Stockton ...	14	107.5	101.4	19.92
★ Ventura ...	22	113.5	107.1	8.25
Colo.		106.5	100.5	250.18
★ Colorado Springs	23	107.3	101.2	19.38
★ Denver ...	21	106.7	100.7	98.94
Pueblo ...	13	100.4	94.7	13.24
Conn.		103.8	97.9	358.51
Bridgeport ...	0	100.2	94.5	24.78
Hartford ...	7	100.4	94.9	38.13
★ Meriden-				
Wallingford ...	5	106.4	100.4	9.32
Middletown ...	9	100.8	95.1	5.48
New Haven ...	4	104.1	98.0	28.70
New London ...	18	99.5	93.9	8.52
Norwich ...	5	99.1	93.5	6.44
★ Stamford ...	10	113.6	107.2	18.82
Waterbury ...	6	108.5	102.4	16.74
Dela.		108.1	102.0	70.18
★ Wilmington ...	17	107.7	101.6	32.71
D. of C.		117.1	110.5	164.47
★ Washington ...	14	117.1	110.5	164.47
Fla.		110.5	104.2	733.91
★ Fort Lauderdale	24	113.1	106.7	26.45
Jacksonville ...	20	104.8	98.9	59.83
★ Miami ...	24	107.9	101.8	96.62
★ Orlando ...	24	119.5	112.7	34.91
Pensacola ...	7	105.7	99.7	17.18
★ St. Petersburg ...	18	114.5	108.0	37.35
★ Tampa ...	24	111.9	105.6	52.98
Ga.		105.6	99.6	405.64
Albany ...	15	98.5	92.9	6.84
★ Atlanta ...	24	106.7	100.7	106.87
Augusta ...	13	100.4	94.9	16.58
Columbus ...	0	103.2	97.4	16.26
Macon ...	17	105.7	99.7	16.53
★ Savannah ...	24	106.6	100.6	21.44
Hawaii				
★ Honolulu ...	24	107.9	101.8	41.02
Idaho		108.6	102.5	93.70
★ Boise ...	24	108.2	102.1	12.61

NEW LONDON: Top Connecticut Market in Furn-HH-Appl!

\$669! That's what the average household spends yearly in New London on furniture, household goods, and appliances! This is 147% ahead of all other Connecticut cities of 25,000-or-over population. (SM '59 Survey).

How to reach this top-spending market? Through its only local daily, giving you 98% coverage of this 66,547 ABC City Zone.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

You Always Get More In The MIDDLETOWN Metropolitan Area

(Middlesex County)

Here's what we mean—out of 292 metro areas, Middletown ranks 248th in population BUT here's how it ranks in quality buying:

- 48th per household sales—outranking 244 other areas
- 46th per household food sales—outranking 246 other areas
- 37th per household drug sales—outranking 255 other areas
- 34th per household automotive sales—outranking 258 other areas

This area is thoroughly sold only by the Middletown Press. No combination of outside papers comes anywhere near equaling its coverage of this top sales area.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency



TESTING

test where it's best...
PORTLAND, MAINE

1 Rated first for testing among U. S. Cities in 75,000 to 150,000 population group! **6** Rated sixth for testing among all U. S. Cities due to stable economy. **2** Rated second for testing among all New England cities regardless of population.

Sources: SALES MANAGEMENT

Robt. Burns is the latest in a distinguished line of products to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. 1 market are Libby's Beef Stew, Nestle's Nescreme and Breck's Shampoo.

Do what others do! Make Portland, Maine your No. 1 test city. Write for details. Then, you'll be sure to select the market that guarantees ideal and economical testing conditions.



Portland, Maine Newspapers
PORTLAND PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

Represented by:
Julius Mathews Special Agency, Inc.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. of Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. December 1958	\$ (Million)
Ill.		105.6	99.6	1403.78
Bloomington ...	20	103.8	97.9	9.20
Champaign-Urbana ...	21	105.7	99.7	11.57
Chicago ...	10	105.7	99.7	594.92
Danville ...	0	100.5	94.8	8.17
Decatur ...	0	100.0	94.3	16.67
East St. Louis ...	3	95.8	90.4	11.63
Moline-Rock Island-East Moline ...	17	104.8	98.9	17.64
Peoria ...	2	101.8	96.0	26.37
★ Rockford ...	1	108.2	102.1	24.41
★ Springfield ...	16	107.3	101.2	23.21
Ind.		100.5	94.8	546.82
Evansville ...	0	100.3	94.6	21.21
★ Fort Wayne ...	7	109.2	103.0	28.54
★ Gary ...	10	114.2	107.7	27.47
★ Hammond-East Chicago ...	3/8	106.1	100.1	26.59
Indianapolis ...	21	105.3	99.3	97.77
★ Lafayette ...	19	109.3	103.1	7.95
★ Muncie ...	10	113.3	106.9	12.38
★ South Bend ...	10	106.7	100.7	23.64
Terre Haute ...	0	104.2	98.3	12.59
Iowa		103.9	98.0	380.91
★ Cedar Rapids ...	14	106.4	100.4	16.76
Davenport ...	12	104.3	98.4	16.09
Des Moines ...	18	101.9	96.1	36.27
Dubuque ...	21	105.0	99.1	9.53
Sioux City ...	21	103.5	97.6	16.77
Waterloo ...	16	102.6	96.8	12.16
Kan.		99.7	94.1	256.03
Hutchinson ...	17	101.9	96.1	6.91
Kansas City ...	10	103.7	97.8	16.95
Topeka ...	11	104.6	98.7	16.44
Wichita ...	15	97.9	92.4	40.83
Ky.		103.6	97.7	266.10
★ Lexington ...	15	108.7	102.5	16.41
Louisville ...	2	101.8	96.0	65.76
Paducah ...	7	105.3	99.3	6.97
La.		102.5	96.7	306.49
★ Baton Rouge ...	22	107.6	101.5	30.48
Lake Charles ...	11	99.7	94.1	10.38
Monroe-West Monroe ...	10	102.7	96.9	11.58
New Orleans ...	0	100.4	94.7	78.76
Shreveport ...	14	104.1	98.2	25.38
Me.		103.2	97.4	116.75
Bangor ...	13	100.5	94.8	8.48
Lewiston-Auburn ...	11	100.7	95.0	9.65
Portland ...	12	105.6	99.6	16.48
Md.		103.2	97.4	358.78
Baltimore ...	5	102.9	97.1	151.56
Cumberland ...	1	105.7	99.7	8.59
Hagerstown ...	5	100.3	94.6	10.42

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
Mass.		106.2	100.2	717.20
★ Boston	14	107.2	101.1	160.19
★ Brockton	18	110.5	104.2	11.32
★ Fall River	6	100.3	94.6	12.54
Holyoke	20	105.2	99.2	9.57
Lawrence	13	97.5	92.0	12.51
Lowell	1	104.5	98.6	12.98
Lynn	12	104.1	98.2	13.57
New Bedford	0	104.6	98.7	14.12
★ Pittsfield	10	113.7	107.3	10.28
★ Salem	15	123.5	116.5	10.55
Springfield	13	103.7	97.8	30.28
Worcester	0	100.5	94.9	32.05
Mich.		110.4	104.2	1055.49
Battle Creek	15	100.6	94.9	10.61
Bay City	3	104.1	98.2	10.25
★ Detroit	4	110.9	104.6	307.17
★ Flint	11	121.6	114.7	46.76
★ Grand Rapids	2	107.4	101.3	38.50
★ Jackson	7	114.6	108.1	13.52
★ Kalamazoo	9	106.4	100.4	21.23
★ Lansing	1	108.5	102.4	24.48
★ Muskegon	5	106.6	100.6	11.76
★ Pontiac	4	107.6	101.5	16.00

BATON ROUGE Is On The GROW!

Your sales will be on the grow there, too. It's Louisiana's fastest growing market, second in size — first in buying power. Baton Rouge's \$6,455 effective buying income per household is way out front in Louisiana. It can mean more sales for you. The State-Times and Morning Advocate is the total selling medium in this tremendous market.

*Sales Management Survey of Buying Power

**STATE-TIMES
AND
MORNING ADVOCATE**

Represented by the John Budd Company

SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
Port Huron	0	101.9	96.1	7.86
Royal Oak-				
Ferndale	0	101.7	95.9	19.04
★ Saginaw	1	106.1	100.1	17.73
Minn.		102.4	96.6	430.42
Duluth	4	99.2	93.6	16.39
Minneapolis	19	104.5	98.6	104.69
St. Paul	19	99.9	94.2	56.04
Miss.		107.5	101.4	167.10
★ Jackson	18	108.4	102.3	19.24
★ Meridian	18	108.0	101.9	7.48
Mo.		103.6	97.7	556.32
Joplin	3	100.6	94.9	7.42
Kansas City	18	103.5	97.6	93.62
St. Joseph	16	100.5	94.9	11.12
St. Louis	0	103.1	97.3	127.69
★ Springfield	22	107.0	100.9	14.64
Mont.		104.0	98.1	96.60
Billings	19	103.8	97.9	10.95
Butte	0	98.8	93.2	7.21
Great Falls	12	105.4	99.4	10.50
Neb.		102.6	96.8	197.90
Lincoln	18	101.2	95.5	19.49
Omaha	18	102.6	96.8	49.77
Nev.		111.5	105.2	52.65
★ Las Vegas	11/18	109.3	103.1	17.63
★ Reno	24	113.3	106.9	15.69
N. H.		108.7	102.5	77.83
★ Manchester	12	108.7	102.5	13.95
★ Nashua	21	107.4	101.3	6.43
N. J.		101.3	95.6	782.26
Atlantic City	13	103.1	97.3	14.76
Camden	15	100.2	94.5	18.75
★ Elizabeth	11	107.8	101.7	17.11
Jersey City-				
Hoboken	14	99.3	93.7	31.28
Newark	11	104.4	98.5	73.51
Passaic-Clifton	13	104.8	98.9	24.88
Paterson	13	104.8	98.9	26.61
Trenton	17	94.7	89.3	29.09
N. M.		114.8	108.3	116.04
★ Albuquerque	24	114.4	107.9	35.93
N. Y.		99.7	94.1	2228.70
Albany	12	98.6	93.0	25.49
Binghamton	8	94.8	89.4	14.20
Buffalo	0	103.0	97.2	93.11
Elmira	0	99.9	94.2	9.78
★ Hempstead				
Township	24	114.6	108.1	157.62
Jamestown	1	101.2	95.5	7.76
New York	14	98.9	93.3	1045.94
Niagara Falls	3	104.8	98.9	15.97

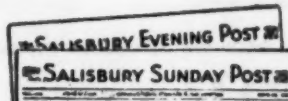
SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
★ Poughkeepsie	8	107.0	100.9	11.35
Rochester	14	101.7	95.9	68.29
Rome	0	105.6	99.6	6.46
Schenectady	3	96.8	91.3	16.55
Syracuse	6	101.7	95.9	41.41
Troy	11	97.7	92.2	11.74
Utica	0	100.9	95.2	15.65
N. C.		107.5	101.4	447.49
Asheville	8	100.2	94.5	12.75
★ Charlotte	21	106.8	100.8	34.80
Durham	11	102.7	96.9	12.33
★ Greensboro	24	112.4	106.0	27.28
★ High Point	24	110.8	104.5	9.41
Raleigh	11	100.2	94.5	15.45
★ Salisbury	6	112.1	105.8	6.54
★ Wilmington	2	106.8	100.8	8.33
★ Winston-Salem	13	114.7	108.2	22.39
N. D.		104.1	98.2	86.12
Fargo	22	103.7	97.8	10.53
Ohio		107.4	101.3	1268.80
★ Akron	12	108.9	102.7	52.35
★ Canton	5	109.2	103.0	23.37

ONE DOES THE JOB

Only the POST covers, sells Salisbury-Rowan, North Carolina. All outside metropolitan state papers combined have a circulation in Salisbury-Rowan but a fraction over 3,500. POST circulation over 18,000. 85,000 market.



Published in the Tri-Cities
Salisbury—Spencer—East Spencer
Post Office:

Salisbury, N. C.
WARD-GRIFFITH

In Ohio's
9th Metropolitan Market

\$56,072,000
for Food Products

It takes a mighty load of groceries to build the industrial muscles of the "Growing Ruhr of America."

Family food bill last year was \$56,072,000—and sales in Elyria's grocery stores soared 25% above par.

Start now to get your full share of sales in Ohio's 9th metropolitan market, among the 50 fastest growing metro areas in the nation with this booming opportunity when you schedule the Chronicle-Telegram.

Chronicle-Telegram
"The Family Newspaper"

ELYRIA, OHIO
Circulation 24,440 ABC 4/30/59
DOUBLE the Number of City Families

Represented by
The Julius Mathews Special Agency, Inc.

**They sure eat well in
ALTOONA, PA.!**

People in Altoona and Blair County do some mighty fine eating! The area's \$1,009 per household food expenditure is higher than both state and national averages!

During the past year, food sales jumped to \$40,371,000. What's more, almost two-thirds of the county's sales were in Altoona city food stores. Metropolitan Altoona's retail sales in all types of stores totaled \$138,094,000.

Tell these cash-in-hand Altoona folks about your product through the Altoona Mirror, reaching 85% of city zone families, and 3 out of 4 Blair County homes!

SELL GROWING ALTOONA WITH THE

**Altoona
Mirror**

Altoona Pennsylvania's Only Daily Newspaper
RICHARD E. BEELER, Adv. Mgr.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. of Months End of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
Ohio (continued)				
Cincinnati	0	104.8	98.9	94.32
★ Cleveland	5	110.6	104.3	172.66
Columbus	17	97.1	91.6	79.06
★ Dayton	5	110.1	103.9	59.27
★ Elyria	4	108.1	102.0	6.60
★ Hamilton	5	111.3	105.0	12.94
Lima	0	102.4	96.6	10.53
★ Lorain	8	110.1	103.9	9.53
★ Mansfield	5	111.6	105.3	12.59
★ Middletown	9	109.1	102.9	7.42
Portsmouth	1	105.9	99.9	7.39
★ Springfield	8	112.3	105.9	28.56
Steuenville	0	101.0	95.3	9.40
★ Toledo	3	109.9	103.7	55.07
★ Warren	6	110.9	104.6	12.09
★ Youngstown	4	109.6	103.4	33.11
Zanesville	0	105.3	99.3	7.72

Okl.		102.9	97.1	265.49
Bartlesville	2	97.1	91.6	3.75
Muskogee	17	96.0	90.6	5.74
Oklahoma City	0	105.6	99.6	54.35
Tulsa	5	101.1	95.4	41.54

Ore.		108.8	102.6	247.39
★ Eugene	13	118.5	111.8	12.99
★ Portland	13	107.6	101.5	83.00
Salem	21	104.0	98.1	11.15

Pa.		109.0	102.8	1430.43
Allentown	15	96.1	90.7	21.44
Altoona	9	98.7	93.1	9.46
Bethlehem	3	98.7	93.2	8.49
★ Chester	24	106.2	100.2	13.91
★ Erie	1	106.5	100.5	22.74
Harrisburg	16	99.3	93.7	21.63
Hazleton	0	99.4	93.8	5.08
Johnstown	4	101.2	95.5	12.87
Lancaster	8	102.3	96.5	15.01
★ Norristown	24	113.5	107.1	10.03
Oil City	0	100.9	95.2	2.76
★ Philadelphia	13	115.0	108.5	329.96
★ Pittsburgh	5	107.3	101.2	119.53
Reading	0	102.2	96.4	18.78
★ Sharon	5	111.3	105.0	6.11
Scranton	6	97.9	92.4	15.67
Wilkes-Barre	11	99.1	93.5	12.24
Williamsport	0	102.0	96.2	7.65
York	10	105.4	99.4	14.24

R. I.		105.2	99.2	107.64
Newport	15	105.2	99.2	4.65
Pawtucket-Central				
Falls	0/16	103.0	97.2	11.58
Providence	16	103.2	97.4	41.04
★ Woonsocket	10	116.2	109.6	8.30

S. C.		108.9	102.7	200.87
★ Charleston	21	108.3	102.2	15.95
Columbia	16	101.9	96.1	19.15

This proves it —



**Only the GLOBE
TIMES covers
BETHLEHEM!**

Fact: Bethlehem, Penna. sets pace in its area with \$82 million in retail sales! And only the Globe-Times covers the Bethlehem city zone completely. Make sure it's on your schedule.

The Bethlehem Globe-Times

Rolland L. Adams, Publisher
Gallagher-DeLisser, Inc., National Representatives



Happy Medium

The Call is your happy medium for bonus R. I. sales ... the *only* medium that sells Woonsocket's \$67-million market! Get 98% coverage of this 64,596 ABC City Zone in its only local daily, the ...

**WOONSOCKET
CALL**

COVERS RHODE ISLAND'S PLUS MARKET

Representatives:
Gilman, Nicoll & Ruthman
Affiliated:
WWON, WWON-FM



-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
S. C. (continued)				
★ Greenville	16	114.2	107.7	17.43
★ Spartanburg	10	113.7	107.3	9.08

S. D.		110.0	103.8	93.77
Aberdeen	7	99.5	93.9	4.93
★ Rapid City	21	116.7	110.1	9.78
★ Sioux Falls	23	109.3	103.1	12.67

Tenn.		105.1	99.2	344.69
★ Chattanooga	16	111.0	104.7	28.57
Knoxville	2	103.6	97.7	26.99
Memphis	3	104.1	98.2	73.21
Nashville	23	102.6	96.8	42.66

Texas		105.8	99.8	1202.75
★ Abilene	20	109.0	102.8	11.13
★ Amarillo	24	114.6	108.1	24.36
★ Austin	24	108.7	102.5	25.14
Beaumont	8	102.2	96.4	18.30
Corpus Christi	3	99.4	93.8	25.25
★ Dallas	21	107.1	101.0	130.12
El Paso	22	103.4	97.5	32.79
Fort Worth	13	104.8	98.9	65.62
Galveston	0	97.2	91.7	9.25
Houston	0	103.9	98.0	139.12
Laredo	15	99.1	93.5	5.77
★ Lubbock	21	113.8	107.4	23.67
Port Arthur	11	96.2	90.8	10.40
San Angelo	14	104.9	99.0	10.25
★ San Antonio	19	106.7	100.7	70.72
Texarkana	1	100.1	94.4	8.48
Tyler	6	104.1	98.2	9.69
★ Waco	21	109.2	103.0	16.96
★ Wichita Falls	16	112.5	106.1	13.95

NEWPORT

RHODE ISLAND'S RICHEST MARKET
IS A CITY ZONE MARKET

Dominated by its own Daily

74% of Newport County's \$132,584,000 income is concentrated in Newport City Zone—along with 69% of the population, 70% of the retail sales. Here's where the Daily News places 88% of its circulation—a must if you're serious about getting the state's richest market.

The Newport Daily News

Newport County's Only Daily

**Largest Circulation
in Southern Rhode Island**

Represented by
The Julius Mathews Special Agency, Inc.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
Utah		105.2	99.2	100.50
Ogden	16	99.4	93.8	10.48
★ Salt Lake City	10	106.5	100.5	43.18

Vt.		104.2	98.3	48.35
★ Burlington	22	106.7	100.7	7.32
Rutland	8	99.7	94.1	3.82

Va.		103.9	98.0	404.45
Danville	2	102.3	96.5	7.19
★ Lynchburg	12	109.0	102.8	8.94
Newport News	6	98.3	92.7	13.00
Norfolk	0	100.9	95.2	39.19
Portsmouth	14	101.1	95.4	11.65
★ Richmond	24	108.2	102.1	50.42
Roanoke	9	102.3	96.5	15.58

Wash.		107.1	101.0	372.78
Bellingham	8	101.7	95.9	4.47
★ Everett	19	106.4	100.4	8.52
★ Seattle	18	110.1	103.9	112.63
Spokane	0	101.9	96.1	31.97
Tacoma	10	103.5	97.6	27.73
Yakima	15	100.1	94.4	10.91

W. Va.		106.1	100.1	186.87
★ Charleston	7	110.5	104.2	22.12
Huntington	6	100.6	94.9	15.10
Wheeling	0	104.4	98.5	11.96

Wis.		106.1	100.1	521.01
Beloit-Janesville	0	101.7	95.9	11.48
Green Bay- Appleton- Neenah- Menasha	4/17	99.1	93.5	24.68
★ Kenosha	8	125.5	118.4	11.04
La Crosse	15	102.4	96.6	9.51
Madison	17	102.1	96.3	21.57
★ Milwaukee	18	106.4	100.4	129.58
★ Oshkosh	5	109.4	103.2	8.31
★ Racine	6	107.2	101.7	12.84

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for December, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) December 1959
★ Sheboygan	3	111.6	105.3	8.18
Superior	4	99.9	94.2	4.66

Wyo.		111.2	104.9	52.54
Casper	12	102.1	96.3	8.45
★ Cheyenne	24	121.2	114.3	8.46

CANADA		105.0	100.0	1643.10
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Alberta				
★ Calgary	3	105.9	100.9	26.76
★ Edmonton	7	111.2	105.9	32.50

British Columbia				
★ Vancouver	8	107.7	102.6	73.09
Victoria	14	102.8	97.9	14.10

Manitoba				
Winnipeg	19	103.6	98.7	38.80

New Brunswick				
★ Saint John	13	119.6	113.9	8.98

Nova Scotia				
Halifax	9	103.6	98.7	13.72

Ontario				
★ Hamilton	5	113.9	108.5	33.14
★ London	21	113.7	108.3	20.01
★ Ottawa	21	110.6	105.3	31.42
★ Toronto	24	105.8	100.8	167.73
★ Windsor	2	111.0	105.7	15.58

Quebec				
Montreal	17	104.1	99.1	154.90
Quebec	9	104.7	99.7	21.46

Saskatchewan				
Regina	13	94.2	89.7	14.83

NEED GOOD IDEAS . . .

. . . for employee incentives, anniversary gifts, long-service awards? Turn to the September 10, 1959, Business Gift Issue of Sales Management. Its index lists hundreds of items by product. Use it as your all-year shopping guide.

**BUSINESS GIFT ISSUE
September 10, 1959**

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ADVERTISING, PROMOTION!**

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ONE MORE SALE IS WHAT WE MEAN. ONE
WAY TO ASSURE MORE SALES IS TO USE
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DIARY. DESIGNED TO HELP SALESMEN
ORGANIZE THEIR TIME BETTER. THE IDEAL
GIFT FOR YOUR MEN.

Complete, dated refills for whole year begin
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WORLD'S FINEST

BOMBAY

IMPORTED ENGLISH GIN
IMPORTED FRENCH VERMOUTH

A. M. PENROSE & CO., INC. PHIL. PA. — 94.4% PROOF

EXECUTIVE SHIFTS IN THE SALES WORLD

American Telephone & Telegraph Co. . . .

Gordon N. Thayer becomes vice
president in charge of marketing.

Atlas Sewing Centers, Inc. . . .

Robert R. Wood named general
sales manager.

Bowey's, Inc. . . .

E. E. (Ted) Epps appointed vice
president and sales manager, eastern
and central divisions.

Celanese Corp. of America . . .

Robert H. Kampschule named vice
president, sales, Celanese Chemical
Co., Operating Division.

Chun King Enterprises, Inc. . . .

Harvey C. Ramsey appointed vice
president in charge of export and gov-
ernment sales.

Colgate-Palmolive Co. . . .

Robert Winthrop Young, Jr., elected
vice president and director of mar-
keting.

DeJUR-Amsco Corp. . . .

Jack J. Kuscher named vice presi-
dent and director of sales.

The Dow Chemical Co. . . .

Donald K. Ballman, director of
sales, elected vice president. W. J.
Bader named sales manager, packag-
ing division, of The Dobeckmun Com-
pany, a division.

Dunlop Tire & Rubber Corp. . . .

Edward C. Campbell appointed
sales manager, Tire Division.

Durant Manufacturing Co. . . .

James K. McGinley becomes general
sales manager.

Lionel Corp. . . .

Ronald D. Saypol, formerly assist-
ant to the vice president—sales, elected
vice president in charge of adminis-
tration.

The Miller Company . . .

Robert S. Rogge appointed sales
manager, Illuminating Division.

Outdoor Advertising Inc. . . .

Alden James elected senior vice
president and director of sales.



THIS IS A SALES MEETING? It sure is. The scene is the Coliseum grounds, Los Angeles. The time: Shortly before a National League championship game. Jay T. Nicholson, district manager, Industrial Division of National Aluminite Corp., is slightly famous for holding offbeat sales meetings—at beaches, on patios, around barbecue pits. Object: To eliminate boredom. With the baseball season at fever pitch he elected to hold a sales meeting near the Coliseum, got permission to begin it at 7:15, thus insuring parking places for his salesmen on the big day. Meeting broke up around noon and the boss took his boys to the game. He made the front page of the Los Angeles Times and the morale of his salesmen jumped.

AMA News	60
Agency: Jordan, Sieber & Corbett, Inc.	
Altoona Mirror	96
American Chain of Warehouses	61
Agency: Duffy & Associates	
American Credit Indemnity Company	74
Agency: VanSant Dugdale & Company, Inc.	
American Home	28-29
Agency: Batten, Barton, Durstine & Osborn, Inc.	
American Motors	48
Agency: Geyer, Morey, Madden & Ballard, Inc.	
American Specialty Company	68
Agency: Bell Advertising Agency	
American Telephone & Telegraph Company (Long Lines)	24
Agency: N. W. Ayer & Son, Inc.	
Architectural Forum	52
Agency: Adams & Keyes, Inc.	
Arlington Aluminum Company	25
Agency: Brewer Associates	
Associated Business Publications	2-3-4-30
Agency: Van Brunt & Company	
Atlas Film Corp.	99
Baton Rouge State-Times	95
Bethlehem Globe-Times	96
Agency: Harvey B. Nelson Advertising	
Bombay Spirits Company	98
Briefed Publishing, Inc.	98
Agency: Doner & Peck, Inc.	
Camera Optics Manufacturing Corp.	86
Agency: Direct Promotions	
Card-O-Link Company	88
Agency: George Bond & Associates	
Central Outdoor Advertising	89
Agency: Gillham Advertising Agency	
Chevrolet Motors Division, General Motors Corp.	6
Agency: Campbell-Ewald Company	
Chicago Tribune	4th Cover
Agency: Foote, Cone & Belding	
Cunningham & Welsh, Inc.	71
Dartnell Corp.	68
Detroit Free Press	42
Agency: Karl G. Behr Advertising Agency, Inc.	
F. W. Dodge Corp. (Dodge Reports)	13
Agency: G. M. Basford Company	
E. I. duPont de Nemours & Co. (Inc.) ...	5
Agency: Batten, Barton, Durstine & Osborn, Inc.	
Eastman Kodak Company (Premium)	31
Agency: J. Walter Thompson Company	
Engineers Joint Advertising Council	72
Agency: Persons Advertising, Inc.	
Elmira Chronicle-Telegram	96
Fast Food	79
Good Housekeeping	22-23
Agency: Ellington & Company	
Greensboro News-Record	63
Agency: Henry J. Kaufman & Associates	
Jam Handy Organization	2nd Cover
Agency: Campbell-Ewald Company	
Heinn Company	89
Agency: Kuswa, Greene & Associates, Inc.	
Idea Art	98
Agency: Sidney Pollatsek Advertising, Inc.	
Industrial Equipment News	7
Agency: Tracy, Kent & Company, Inc.	
International Paper Company	83
Agency: Ogilvy, Benson & Mather, Inc.	
Louisville Courier-Journal & Times	80
Agency: Zimmer-McClaskey Inc.	
McCall's Magazine	19
Agency: Grey Advertising Agency, Inc.	

ADVERTISERS' INDEX

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Asst. to Vice President, Sales

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Madeleine Singleton

PRODUCTION MANAGER

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National Personnel Consultants 78
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Purchasing 87
Agency: Schuyler Hopper Company

RCA Victor Records26-27
Agency: Grey Advertising Agency, Inc.

Recorday Company 98
Agency: Charles F. Hutchinson Inc.

Resort Management 82

Sales Management56-57

Salisbury Post 95
Agency: J. Carson Bramley Advertising

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Joshua Meier Company 73
Middletown Press 93

Midwest Farm Paper Unit 70
Agency: Olmsted & Foley, Inc.

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Sign of the Times?

An appliance store is within easy eye-reach of our commuter train. Recently the store filled its front window with assorted TV sets and a large sign. Sign, bearing the marks of the owner's unprofessional lettering, had foot-high red letters. It read, "TV SETS. ½ PRICE." Then came the tag line: "They won't last long!"



The Case of the Missing Earring

One of our secretaries has a secretary-friend who Girl Fridays to a leading manufacturer of portable TV sets. Our gal had lunch with her friend who arrived wearing a single earring. Did it on purpose. Seems that morning she received a special survey report in a package addressed to her, not her boss. Package was from John H. MacLeod, industrial sales manager, Clock and Timer Dept., General Electric Co.

MacLeod needed information about consumer interest in portable TV sets equipped with timers to turn programs on and off automatically. The Telechron Timer Marketing Research Unit had made a survey that turned up info useful to set-manufacturers. How to make sure they read it? MacLeod, who seems attuned to woman's curiosity, hit upon the idea of sending the survey to the bosses' secretaries, including the one earring and a note saying, "I'll send you the matching earring if you can get your boss to read this survey."

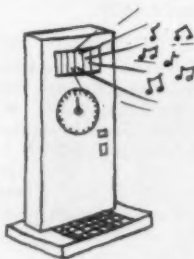
The secretary who came to lunch in her's, bet her boss would ask her before the day was over, what became of the other earring. He did. And she got the other one.

Shave as You Go

Got into a taxi the other day at Grand Central. Jovial driver, Matthew Kanzler, flipped over the meter, stared fixedly at us in the rear-view mirror. "Mac, you could stand a shave." We rubbed our jowl, admitted he was right. Without taking his eyes from the Volkswagen ahead, Mr. K. slipped a cord into the cigarette lighter, passed it over to us. Buzzing away at the end was a Schick electric razor. "Fix yourself up—on the house."

Today at least 25 Metro System cabs are rolling around New York, equipped to permit passengers to shave as they ride. To complete the picture, the cabbie handed us a bottle of shaving lotion after we'd removed the five o'clock shadow.

Remington Rand may be spending a million bucks for a sight-sound ad in Look and the promotion to back it up. But Schick is buzzing into taxi riders' consciousnesses.



Her Weight: Your Bait?

The wife came in the front door, toting two large sacks of groceries. "There'll always be an ad man," she said; sounded as if she were linking him with fifth columnists. Seems she stopped on her way in the super market to weigh herself. She stepped on the scale and then this happened: "The darned machine gave me a commercial!"

We looked into the matter. Machine is called the Talking Ad-Scale. In it are ten 6-second taped product commercials set in revolving order. Super market

can push its specials, change commercials to fit the occasion.

"With the nation's average 10,000 women shoppers per week, in each super market," says a spokesman for Talking Ad-Scale, "the new machine should prove to be a highly effective in-store advertising medium."

"How much did you weigh?" we asked the little woman. She looked sheepish. She forgot to notice.



In Vino Veritas

If, as the wife says, there'll always be an ad man, we add, "and a public relations woman."

Last week we sipped a 1954 Inglenook Pinot Chardonnay (California) with Jessica McLachlin, who, as director of the Home Advisory Service, thumps the tubs for the Wine Institute. Her beat: food editors, gourmet societies, et al.

She's a public relations woman to her purple glove tips. To insure that she's remembered she dresses in grape colors: purples, reds, greens. Wears a series of grape hats — black grapes, hair-lines of leaves (one in vintage shades). Also lets it be known she collects decanters. "Best way to get people on your side," she says, "is to let people do you a favor." So she accepts hats, decanters, earrings, all with wine connotations; sends a choice bottle of California wine as a thank-you.

"My job's a snap these days," she sighs. "But 21 years ago! gourmets looked on California wines as kissing cousins to bathtub gin. But they've matured and so have our wonderful California vineyards."



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